REQUEST FOR COUNCIL ACTION
CITY OF SAN DIEGO

CERTIFICATE NUMBER (FOR COMPTROLLER'S USE ONLY)

TO:	FROM (ORIGINATING DEPARTMENT):	DATE:
CITY COUNCIL	Park and Recreation	5/4/2017

SUBJECT: Fiscal Year 2016 Interim Park Amenity Condition Assessment Report

PRIMARY CONTACT (NAME, PHONE):	SECONDARY CONTACT (NAME, PHONE):
Jim Winter,619-235-5257, MS35	Andrew Field, 619-235-1110, MS37c

COMPLETE FOR ACCOUNTING PURPOSES

FUND					
FUNCTIONAL AREA					
COST CENTER					
GENERAL LEDGER ACCT					
WBS OR INTERNAL ORDER					
CAPITAL PROJECT No.					
AMOUNT	0.00	0.00	0.00	0.00	0.00
FUND					
FUNCTIONAL AREA					
COST CENTER					
GENERAL LEDGER ACCT					
WBS OR INTERNAL ORDER					
CAPITAL PROJECT No.					
AMOUNT	0.00	0.00	0.00	0.00	0.00

COST SUMMARY (IF APPLICABLE): NA

ROUTING AND APPROVALS

CONTRIBUTORS/REVIEWERS:		APPROVING AUTHORITY	APPROVAL SIGNATURE	DATE SIGNED
Liaison Office		ORIG DEPT.	Parker, Herman	05/08/2017
		CFO		
		DEPUTY CHIEF	Graham, David	07/17/2017
		COO		
		CITY ATTORNEY		
		COUNCIL PRESIDENTS OFFICE		

PREPARATION OF: ☐ RESOLUTIONS ☐ ORDINANCE(S) ☐ AGREEMENT(S) ☐ DEED(S)

Information item only.

STAFF RECOMMENDATIONS:
None. Information item only.

SPECIAL CONDITIONS (REFER TO A.R. 3.20 FOR INFORMATION ON COMPLETING THIS SECTION)

COUNCIL DISTRICT(S):	All
COMMUNITY AREA(S):	City-wide
ENVIRONMENTAL IMPACT:	None with this action
CITY CLERK	None

INSTRUCTIONS:	

COUNCIL ACTION
EXECUTIVE SUMMARY SHEET
CITY OF SAN DIEGO

DATE: 5/4/2017
ORIGINATING DEPARTMENT: Park and Recreation
SUBJECT: Fiscal Year 2016 Interim Park Amenity Condition Assessment Report
COUNCIL DISTRICT(S): All
CONTACT/PHONE NUMBER: Jim Winter/619-235-5257, MS35

DESCRIPTIVE SUMMARY OF ITEM:
Presentation of interim findings from park amenity condition assessments through Fiscal Year 2016.
STAFF RECOMMENDATION:
None. Information item only.
EXECUTIVE SUMMARY OF ITEM BACKGROUND: Through Fiscal Year 2016, 76 developed parks across the city have been assessed to ascertain the condition of the assets within those parks. The 76 parks include Balboa Park as the only regional park, 39 community parks, 35 neighborhood parks, and 1 mini park. In total 1,252 acres of parkland were assessed which is 47% of the developed park acreage.

The developed park amenity condition assessments were assigned a Park Condition Index (PCI) service level goal of 15 which is good condition (PCI of o to 20 is good condition). The service level PCI goal is then used to calculate the necessary reinvestment to bring the outdoor park assets to the service level goal of 15. Based on these calculations, $24.8M of reinvestment is necessary for the park assets within the 76 parks assessed to date. The necessary reinvestment amounts do not include future capital renewal, improvements, expansion, or upgrades. The $24.8M is in 2016 dollars and will increase in time due to inflation and due to continuing deterioration of the park assets.

To obtain a more robust assessment of park needs, the building assessments within those parks, conducted for the Facility Condition Assessment (FCA) program under a separate consultant contract, should be included to provide an overall reinvestment need for the 76 parks assessed to date. The FCA program identified a reinvestment need of $126.3M for the 244 buildings located within those 76 parks. Combined with the park amenity condition assessment reinvestment, a total reinvestment of $151.1M is needed to obtain the PCI/FCI goals desired.

The condition assessment data and the proposed reinvestment amounts are a snapshot in time that provide valuable information on the current condition of park assets and the costs associated with maintaining and replacing those assets over time. This condition assessment data along with a mission-specific business model will be used in developing a city-wide asset management plan that will help the City make the most effective use of its resources.

See Report to Council #17-028 dated July 5, 2017

CITY STRATEGIC PLAN GOAL(S)/OBJECTIVE(S):
Goal # 1: Provide high quality public service
Objective #1: Promote a customer-focused culture that prizes accessible, consistent, and predictable delivery of services

Goal #2: Work in partnership with all of our communities to achieve safe and livable neighborhoods
Objective #3: Invest in infrastructure
Objective #4: Foster services that improve quality of life

Goal #3: Create and sustain a resilient and economically prosperous City
Objective #1: Create dynamic neighborhoods that incorporate mobility, connectivity and sustainability

FISCAL CONSIDERATIONS: None, this is an information item.

EQUAL OPPORTUNITY CONTRACTING INFORMATION (IF APPLICABLE): NA

PREVIOUS COUNCIL and/or COMMITTEE ACTION (describe any changes made to the item from what was presented at committee): None for the Park Amenity Condition Assessments

For the Facility Condition Assessments (under a separate contract):
City Council 12/9/2013 Resolution 308581; FCA Consultant Contracts
Infrastructure Committee 1/21/2015; FY 2016 – 2020 Consolidated Multi-Year Capital Planning Report
Infrastructure Committee 6/3/2015; FY14 Facilities Condition Assessment Update
City Council 7/13/2015; FY14 Facilities Condition Assessment Update
Infrastructure Committee 12/9/2015; FY17 – FY21 Five-year Capital Infrastructure Planning Outlook
Infrastructure Committee 3/16/2016; FY16 Facilities Condition Assessment Update
City Council 4/12/2016; FY16 Facilities Condition Assessment Update

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS: Presentation to the Park and Recreation Board on March 16, 2017

KEY STAKEHOLDERS AND PROJECTED IMPACTS: Key stakeholders include City of San Diego residents. Impacts include improving the conditions of our City parks.

Parker, Herman
Originating Department

Graham, David
Deputy Chief/Chief Operating Officer

THE CITY OF SAN DIEGO

Report to the City Council

DATE ISSUED: July 5, 2017 REPORT NO: 17-028

ATTENTION: Honorable Council President Myrtle Cole and Members of the City Council

SUBJECT: Fiscal Year 2016 Park Amenity Condition Assessment Report and Proposed Service Level

REQUESTED ACTION:

This is an information item only.

STAFF RECOMMENDATION:

This is an interim report on park amenity condition assessments. While staff has no recommendations at this time, some service level projections are included in this report.

EXECUTIVE SUMMARY OF ITEM BACKGROUND:

In December 2013, City Council authorized (by Resolution No. 308581) the award of three Facilities Condition Assessment (FCA) consultant agreements for the purpose of assessing the condition of City's facilities. Each of the three agreements was authorized for a maximum contract value of $5 million and up to 5 years. Through the annual budget process, the City Council has approved an allocation of $300,000 per year from Fiscal Year (FY) 2014 through FY 2020 for park amenity condition assessments.

Through FY2016, 76 parks have been assessed, including Balboa Park. Each year the parks to be assessed were spread across the City and Council Districts. The initial emphasis for the assessments were on older community parks and neighborhood parks in order to establish an assessment methodology and develop a baseline of values associated with the park amenities assessed.

The City's park system contains 285 parks that are classified as developed parks (regional, community, neighborhood, and mini) in its park inventory representing 8,870 acres:, 249 are currently developed and 36 are currently undeveloped. The total developed acreage within the 249 developed parks is approximately 2,675 acres.

The Park Condition Assessment (PCA) program focuses on the developed acreage within the developed parks where infrastructure has been built or installed that is

utilized by the public. This infrastructure in the developed areas of the parks deteriorates over time and requires operations, maintenance and capital replacement expenditures over time. Therefore, park condition assessments are currently focused on completing the 2,675 developed acres within the 249 developed parks so that the City can develop an asset management plan for the infrastructure in the developed areas of the parks.

Open space parks, golf courses, and joint use sites with local school districts are not included in the 249 parks to be assessed. These types of park facilities may be assessed in future years as funding permits.

From FY 2014 through FY 2016, 76 parks were assessed for a total of 1,252 acres. This represents approximately 47% of the developed parkland to be assessed. The consultant conducted an additional special assessment on sewer laterals and storm drains in the Central Mesa area of Balboa Park.

Park Type by Function	**FY2014**	**FY2015**	**FY2016**	**Totals for Each Park Type**	**Acres Assessed**
Regional Park (Balboa Park)	0	0	1	1	416
Community Park	18	21	0	39	586
Neighborhood Park	12	23	0	35	249
Mini Park	0	1	0	1	0.37
Total per FY	**30**	**45**	**1**	**76**	**1,252**

This report provides PCA data and a proposed service level for the 76 parks assessed to date. These 76 parks have been assessed, the data analyzed, and a service level developed using the same methodology as was used for the City-occupied and leased building facilities condition assessments previously reported to the City Council by the Public Works Department with some minor modifications for parks. The primary difference between calculating a building Facility Condition Index (FCI) and a Park Condition Index (PCI) is that a building FCI is based on the value of the replacement of that entire building while a park PCI is based on replacing those amenities within the park that were assessed, not the full replacement value of the park. This is important to note because not all systems which support the successful operation of a park were assessed. Aside from limited investigation in Balboa Park, underground utilities, storm drain pipes, irrigation systems, and other below-ground assets were not included in the park assessments; therefore, they were not included in the replacement value used in determining the PCI.

The PCA is a visual assessment of the park assets that are outside and visually apparent above the ground. Underground assets such as utilities, pipes, and irrigation were not included in the PCA due to the inability to visually assess these assets. The following table lists the park assets included in the PCA.

Assets within the Park Included in the Assessments	
Playgrounds	Park Furnishings
Landscaping	Fences and Walls
Above-Ground Storm Water Devices	Pedestrian Paving
Playing Fields	Parking Lots
Outdoor Courts	Park Roads

To obtain a more complete picture of a park's condition, it is important to include the park buildings with the outdoor assets assessed in the PCA. This report provides the methodology and results of the developed park amenity condition assessments and combines the results of the park amenity condition assessments with the park building condition assessments to derive a total reinvestment need for the assessed parks to bring them to a desired service level. The park buildings are included in the Facilities Condition Assessment (FCA) program and two reports were docketed at City Council in April 2016 and March 2017.

Park Amenity Condition Assessment Methodology:

Each park was visited by a team of assessment professionals using checklists to ensure each asset type was captured in the assessment. During the park site visits, each asset type listed above was inventoried and evaluated for repairs and remaining useful life. The remaining useful life is based on industry standard lifecycle charts and the consultant's professional experience. The inventory information along with the repairs and remaining useful life for each asset type were used to estimate the maintenance and capital backlog and to project future capital renewal costs over a 20-year period.

A detailed report was generated for each park assessed as well as the two summary reports that are attached to this report (Attachments A and B). The reports outline the immediate maintenance and capital needs within the park as well as the projected costs associated with each asset type and the year major maintenance or replacement is necessary over the 20-year period. The projected costs in the 20-year outlook assumes the immediate maintenance and replacement needs were performed in the fiscal year the park was assessed. For example, if an assessment conducted in FY 2015 indicated a playground needed to be replaced, the 20-year outlook shows the playground being replaced again at the end of its 15-year useful life, or in 2030.

It is important to note that the repair or replacement costs shown on the individual park assessment reports and summary reports only reflect the repair or replacement of the existing asset. Similar to the condition assessments for facilities, these costs do not reflect expansions, upgrades, or improvements to the asset.

Terminology:

The maintenance backlog for a facility is a summation of the estimated cost of repairs for each asset type within the park. It does not include routine maintenance.

The capital backlog is a summation of the estimated cost of replacement of the asset type that have no remaining useful life within the park. Park assets that have no remaining useful life but are still in service, will eventually need to be replaced due to failure or deterioration. While these park assets may still be in service past the end of their useful life, assets such a playground equipment are routinely evaluated to ensure they are safe.

Capital renewal for a particular year is a summation of the estimated cost of replacement of the park asset type that have reached the point where they have no remaining useful life in the particular year. If playground equipment is identified as a capital backlog and is replaced, the capital renewal will occur in 15 years at the end of the new play equipment's useful life. Capital renewal is used for budgeting future needs.

Asset Functions:

The developed park inventory to be assessed have been grouped into categories by asset function as shown in the table below. The park types by function are based on the Recreation Element of the City's General Plan.

Developed Park Types by Asset Function		
Regional Parks	Regional asset, tourist destination, special natural features	Balboa Park Mission Bay Park Chicano Park
Community Parks	Serve a population of approximately 25,000 residents	Parks containing both passive and active recreation. May include athletic fields, recreation centers, and aquatic centers
Neighborhood Parks	Serve a population of approximately 5,000 residents	Normally provide passive recreation such as picnic areas and turf for informal play
Mini Parks	Serve residents within ½ mile of the park	Normally include passive areas, playgrounds, and plazas

Condition Ratings and Park Condition Index (PCI):

Facility Condition Index (FCI) which was used in the FCA program is an industry-standard calculation of a facility's condition that can be used to compare the condition of facilities within an inventory that have been assessed with a consistent methodology. While there is no industry-standard for park facilities, the methodology used to calculate a building's FCI can be modified slightly to apply to park assets. The primary difference between a building FCI and a Park Condition Index (PCI) is in how the Plant Replacement Value (PRV) is calculated. For building

assessments, the PRV includes the cost to replace the entire building. Since not all assets within the parks were assessed, primarily underground assets such as storm drain pipes, electrical systems, and irrigation systems, the park PRV is calculated by including the replacement value of only those assets within the park that have been assessed, not the full replacement of the park.

A park's PCI rating is a modified building industry-standard FCI, which incorporates the cost of the maintenance backlog and capital backlog divided by the PRV of assets assessed. The PCI formula used for the FY 2014 through FY 2016 assessments is:

PCI = (Estimated Cost of Maintenance Backlog + Capital Backlog)
Plant Replacement Value (PRV) of Assets Assessed

The PCI Condition Ratings are comparable with the FCI condition ratings implemented in the City's FCA program for structures and buildings.

PCI Condition Ratings		**Examples:**
Good	0% to 20%	Balboa Park Nobel Athletic Area Martin Luther King Community Park
Fair	21% to 29%	South Clairemont Community Park Dusty Rhodes Neighborhood Park
Poor	30% or higher	Allied Gardens Community Park Keiller Neighborhood Park

PCI Summary – 76 Parks

The following table provides the average PCI for the four park types (also called Park Asset Functions). The average PCI rating is an average of the parks assessed to date in each asset function. Regardless of the average PCI, the PCI of individual parks may rate from good to poor. An average PCI of fair, for example, does not mean that every park that has been assessed is in fair condition. For example, the average PCI of the 76 parks assessed to date is 16, which corresponds with good condition. Specific examples include Balboa Park, which has a PCI of 5 – good condition, while Pacific Beach Community Park has a PCI of 36 – poor condition.

Park Type by Function	**No. Parks Assessed FY14-FY16**	**Acres Assessed FY14-FY16**	**Average PCI[1]**	**Avg. PCI Condition Rating[2]**
Regional Parks	1	416	5	Good
Community Parks	39	586	15	Good
Neighborhood Parks	35	250	21	Fair
Mini Parks	1	0.37	81	Poor[2]
Total Parks Assessed	**76**	**1,252**	**16**	Good

Note 1 – It is not Industry Best Management Practice or typical for agencies to improve facilities to an PCI of 0.
Note 2 – The PCI of poor for a park may be influenced by the need to replace a single asset type. For example, the lone mini park assessed was Cedar Ridge Mini Park, which contains walkways, a playground, and landscaping. The fact that the playground needs to be replaced heavily influenced the PCI of this park. If the playground were new, this park would have received a much lower PCI number possibly moving it to the Good category.

Reliability Levels:

Identifying a service level for our parks is an important step in developing an asset management plan and determining the reinvestment needed to execute the asset management plan and achieve service level goals. While the Recreation Element within the City's General Plan provides service levels for the different types of parks, those service levels are based on mission-specific goals such as meeting an overall park availability goal (acres/population). This report focuses on the service level associated with condition assessments of existing developed parks and is based on condition goals which assure the asset is functional, reliable, and safe throughout its lifecycle.

A PCI in fair or poor condition indicates a backlog of maintenance repairs and capital replacements. Even parks with a PCI in good condition may have a backlog of maintenance repairs and capital replacements. It is important to understand the type of subsystems that will need to be replaced so that an effective capital and maintenance program can be developed. Targeting funding strategically toward park subsystems that are critical to the operation of the park will ensure reliability of the park inventory.

Park subsystems are not all equal in terms of their ability to provide a park that is reliable (e.g., playground vs. a picnic table). Therefore, the park subsystems have been categorized into three reliability levels based on their impact to park operations as shown in the table below. The three reliability levels are Level 1 Operations Impacts, Level 2 Deterioration, and Level 3 Appearance.

Reliability Levels by Park Subsystem

Reliability Level 1 Operations Impacts	Reliability Level 2 Deterioration	Reliability Level 3 Appearance
Playgrounds	Parking Lots	Landscaping
Athletic Fields	Park Roads	Park Furnishings
Pedestrian Walkways	Above-Ground Stormwater Devices	Fences
Outdoor Courts		Signage

The definitions of the three reliability levels are:

- Level 1 Operations Impacts are those subsystems that if in poor condition or no longer in service, the primary mission of the park may not be able to be met. We have identified those core subsystems to be playgrounds, athletic fields, walkways and outdoor courts. These are the primary assets people come to the parks to use. They are the highest priority assets to be addressed as funding becomes available. Depending on the primary mission of the park, any of the Level 1 subsystems would be the top priority for funding.
- Level 2 Deterioration are those subsystems which will impact park users in

some manner if they are in poor condition or no longer in service, but do not stop people from using the park as it was intended. These include parking lots, because users can walk into the park from an adjacent street, park roads, and storm water devices. In the case of storm water devices, if a drainage inlet is not functioning, a portion of the park could be flooded for a period of time.

- Level 3 Appearance are cosmetic or non-essential subsystems. While some people may visit a park to enjoy its landscape, the landscape is not essential to the functionality of the park.

It is important to address critical deficiencies in the Level 1 Operations Impacts followed by the Level 2 Deterioration subsystems and Level 3 Appearance to ensure usability of the park.

The table below summarizes the estimated backlog by Reliability Level for each park type. Completing all of the backlog for existing facilities indicated in the table below is not industry Best Management Practice and is not a recommended service level. The purpose of this table is to characterize the backlog so that a service level can be established that addresses the most critical systems to maintain safety and operations.

Park Type by Function	No. Parks. Assessed FY14-16	Acres Assessed	Level 1[5] Operations Impacts	Level 2[5] Deterioration	Level 3[5] Appearance
Regional Parks	1	416	$4.8	$6.9M	$71K
Community Parks	39	586	$53.7M	$18.3M	$4.3M
Neighborhood and Mini Parks	36	250	$27.3M	$4.2M	$2.0M
Total Parks	**76**	**1,252**	**$85.8M**	**$29.4M**	**$6.3M**

Note 5 – It is not Industry Best Management Practice or typical for agencies to improve facilities to a backlog of $0.

Proposed Service Level for Developed Parks:

Asset management is critical to developing an effective capital and maintenance program which, if implemented, will ensure the safety and reliability of the parks inventory. In order to plan for future funding needs so that an effective capital and maintenance program can be implemented, it is important to establish condition goals called Service Level PCI goals.

Since the methodology to derive a park's PCI score is similar to deriving a building's FCI score, staff in consultation with the assessment professionals determined that the same service level could be used for both PCI and FCI. A proposed PCI goal of 15 is consistent with the FCA program proposed FCI goal of 15 for public buildings. The FCA program proposed the FCI goal of 20 for city offices and sheds on developed parks since these types of buildings do not serve a public use. An FCI of 20 is still in good condition, just not quite as good as the public use buildings with an FCI of 15.

Using the same service level goal for parks and the public use buildings within those parks ensures the total reinvestment calculation is consistent for both assets. It also ensures that park facilities are weighted equally to address the different users of that park. Some users may rate a recreation center as being the most important asset within a park while other users may rate an athletic field as being more important. Weighting these very different assets equally provides a holistic approach to managing the city's assets.

The following chart shows the necessary reinvestment amount for each park type to achieve a PCI of 15 for each park. Balboa Park, being the only regional park assessed to date, has a PCI of 5; therefore, Balboa Park's park amenities (which excludes facilities and buildings) do not need additional reinvestment because they exceed the goal PCI of 15. It is important to note that the necessary reinvestment amounts are not an asset management plan. They are provided as an estimate of what it would cost only to rehabilitate the developed park inventory to the proposed service level goals. Asset management planning will combine condition data with mission criticality and functional adequacy so that the City can develop a prioritized listing and long-term plan for each asset in the inventory. Reinvestment in assets that are already at the service level PCI goal might be warranted in the case of regional assets such as Balboa Park that have higher patronage. While the community parks assessed to date already have an average PCI of 15, there are several community parks which individually have a PCI higher than 15. The necessary reinvestment shown for community parks represents the 2016 dollar amount to bring those with a PCI of 16 or higher to a PCI of 15. The same is true for neighborhood and mini parks.

Proposed Service Level PCI 15:					
Park Type by Function	**No. Parks. Assessed FY14-16**	**Acres Assessed in FY14-16**	**Avg. ACTUAL PCI**	**Max. GOAL PCI**	**Necessary Reinvestment[3]**
Regional Parks	1	416	5 Good	15 Good	$0
Community Parks	39	586	15 Good	15 Good	$13.1M
Neighborhood and Mini Parks	36	250	21 Fair	15 Good	$11.7M
Total Parks	**76**	**1,252**	**16 Good**	**15 Good[4]**	**$24.8M[5]**

Note 3 – Necessary reinvestment amounts are based on improving the PCI of each facility within the asset function to the maximum goal PCI.
Note 4 – Represents an average FCI for the inventory.
Note 5 – Necessary reinvestment amounts do not include future capital renewal, improvements, expansion, or upgrades.

Achieving this proposed service level for park amenities assessed requires a reinvestment of $24.8M for the 76 parks to improve each park to a PCI 15 - Good. The average PCI's reported are for 2016 and the PCI's increase over time due to deterioration of the park assets. Therefore, additional funding will be required to

maintain these goal PCI's over time as assets deteriorate and reach the end of their useful life.

Combined Results for PCA Park Assets and FCA Buildings within Parks

To determine the necessary reinvestment amount for a particular park which includes the outside assets and the buildings, the PCA data has been combined with the FCA data. The FCA and PCA were completed with the same methodology but different consultants. The numbers in the following chart were taken from the results of the FCA reports that were docketed with the City Council in April 2016 and March 2017.

FCA FY16 Proposed Service Level (FCI 15/15/20/20): City-Occupied & Leased Public & Semi-Public – FCI 15 Good City-Occupied & Leased Office/Work Yard/Operations/Commercial/Residential - FCI 20 Good				
Park Type by Function	**No. Bldgs. Assessed FY 2014-2016**	**Avg. ACTUAL FCI**	**Max.[7] GOAL FCI**	**Necessary Reinvestment[6]**
Regional Parks (Balboa Park)	118	19 Good	15/20 Good	$79.2M
Community Parks	101	10 Good	15 Good	$45.4M
Neighborhood and Mini Parks	25	10 Good	15 Good	$1.7M
Total Park Buildings	**244**	**24 Fair**	**15 Good[7]**	**$126.3M[8]**

Note 6 – Necessary reinvestment amounts are based on improving the PCI of each facility within the asset function to the maximum goal PCI.
Note 7 – Represents an average FCI for the inventory.
Note 8 – Necessary reinvestment amounts do not include future capital renewal, improvements, expansion, or upgrades

The following chart provides the necessary reinvestment when the park building FCA data is combined with the park assets PCA data for the 76 parks assessed to date.

Proposed Service Level for 76 Developed Parks (outside assets and buildings)				
Park Type by Function	**Buildings: Reinvestment for FCI 15/20**	**Dev. Parks: Reinvestment for PCI 15**	**Max. GOAL FCI**	**Total Necessary Reinvestment to Obtain a FCI/PCI of 15/20 for 76 Parks**
Regional Parks (Balboa Park)	$79.2M	$0	15/20 Good	$79.2M
Community Parks	$45.4M	$13.1M	15 Good	$58.5M
Neighborhood and Mini Parks	$1.7M	$11.7M	15 Good	$13.4M
Total	**$126.3M**	**$24.8M**	**15/20 Good**	**$151.1M**

Achieving a proposed service level of 15 requires a reinvestment of $151.1M for the 76 assessed parks to improve the average PCI/FCI to 15/20 Good with a maximum FCI for each building of FCI 15 - Good for City-occupied and leased public/semi-public and FCI 20 - Good for City-occupied and leased offices/work yards/operations and commercial/residential facilities. The average PCI/FCI's reported are for 2016 and the PCI/FCI's increase over time due to deterioration of the asset sub-systems. Therefore, additional funding will be required to maintain these goal PCI/FCI's over time.

SUMMARY:

Through Fiscal Year 2016, 76 developed parks across the city have been assessed to ascertain the condition of the assets within those parks. The 76 parks include Balboa Park as the only regional park, 39 community parks, 35 neighborhood parks, and 1 mini park. In total 1,252 acres of parkland were assessed which is 47% of the developed park acreage. In addition, 244 buildings or structures were also assessed within those 76 parks with Balboa Park containing 118 facilities.

The true value of the assessment reports generated for each park and for each facility lies in how the data can be used to develop long-term asset management plans. An important first step in any asset management plan is to identify the assets owned, where those assets are located, and the condition of those assets. Based on the data obtained in the condition assessments, a service level PCI/FCI goal can be established which than can be used to calculate necessary reinvestment to obtain the desired service level PCI/FCI goal.

Both the developed park amenity condition assessments and the facilities condition assessments were assigned a Park Condition Index and Facility Condition Index service level goal of 15 which is good condition (PCI/FCI of 0 to 20 is good condition). The service level PCI/FCI goal is then used to calculate the necessary reinvestment to bring the outdoor park assets and park buildings to the service level goal of 15. Based on these calculations, $24.8M of reinvestment is necessary for the park assets and $126.3M of reinvestment is needed for the buildings and structures

within those 76 parks. This equals a total reinvestment need of $151.1M to bring the 76 parks within the goal of Park Condition Index of 15. The necessary reinvestment amounts do not include future capital renewal, improvements, expansion, or upgrades.

The $151.1M is in 2016 dollars and will increase in time due to inflation and due to continuing deterioration of the park assets. The condition assessment data and the proposed reinvestment amounts are a snapshot in time that provide valuable information on the current condition of park assets and the costs associated with maintaining and replacing those assets over time. This condition assessment data along with a mission-specific business model will be used in developing a city-wide asset management plan that will help the City make the most effective use of its resources.

CITY STRATEGIC PLAN GOAL(S)/OBJECTIVES:

Goal # 1: Provide high quality public service

Objective #1: Promote a customer-focused culture that prizes accessible, consistent, and predictable delivery of services

Goal #2: Work in partnership with all of our communities to achieve safe and livable neighborhoods

Objective #3: Invest in infrastructure
Objective #4: Foster services that improve quality of life

Goal #3: Create and sustain a resilient and economically prosperous City

Objective #1: Create dynamic neighborhoods that incorporate mobility, connectivity and sustainability

FISCAL CONSIDERATIONS:

None, this is an information report only.

EQUAL OPPORTUNITY CONTRACTING INFORMATION (if applicable): N/A

PREVIOUS COUNCIL and/or COMMITTEE ACTIONS:

City Council 12/9/2013 Resolution 308581; FCA Consultant Contracts

Infrastructure Committee 1/21/2015; FY 2016 – 2020 Consolidated Multi-Year Capital Planning Report

Infrastructure Committee 6/3/2015; FY14 Facilities Condition Assessment Update

City Council 7/13/2015; FY14 Facilities Condition Assessment Update

Infrastructure Committee 12/9/2015; FY17 – FY21 Five-year Capital Infrastructure Planning Outlook

Infrastructure Committee 3/16/2016; FY16 Facilities Condition Assessment Update

City Council 4/12/2016; FY16 Facilities Condition Assessment Update

COMMUNITY PARTICIPATION AND OUTREACH EFFORTS:

Presentation to the Park and Recreation Board on March 16, 2017

KEY STAKEHOLDERS AND PROJECTED IMPACTS:

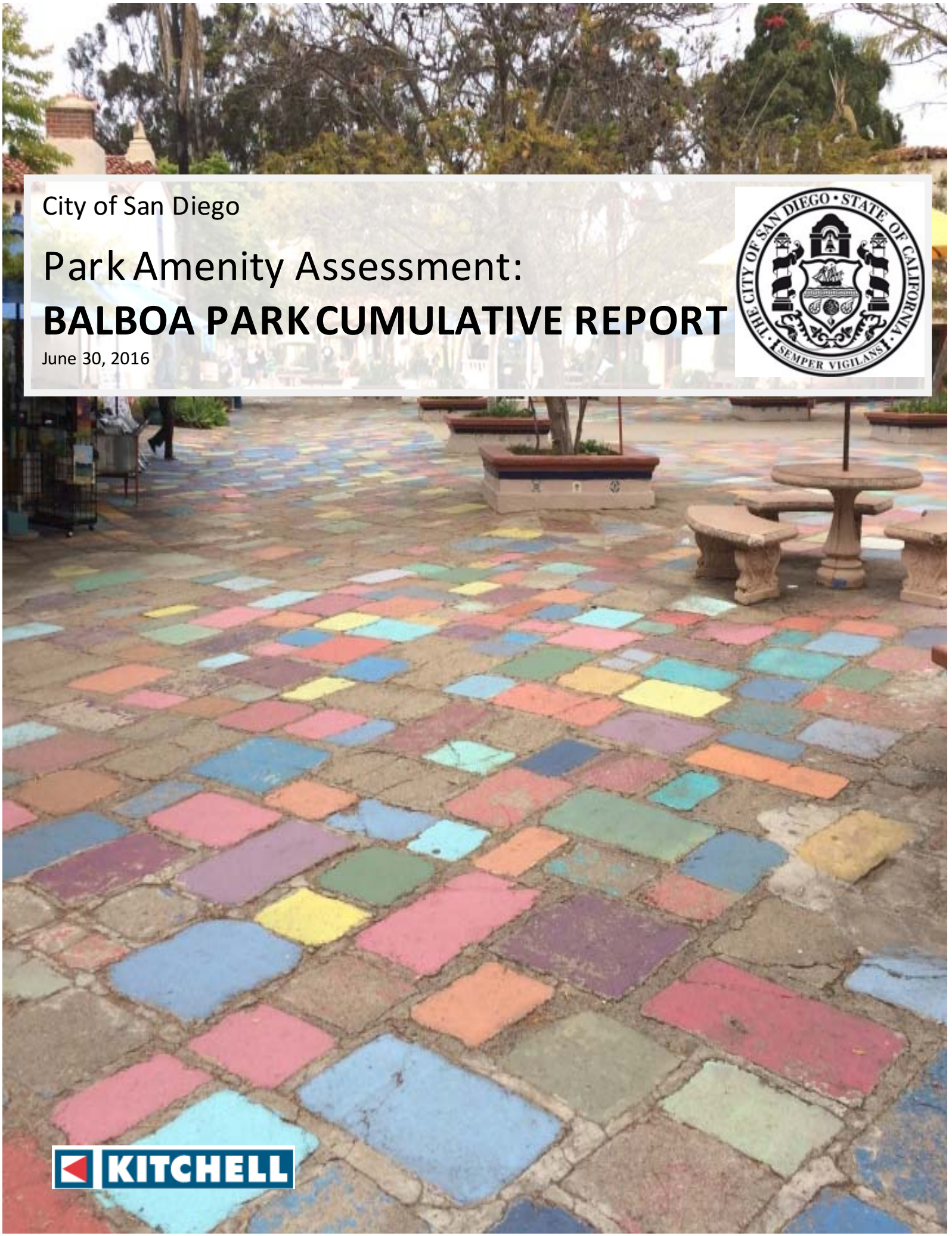
Key stakeholders include City of San Diego residents. Impacts include improving the conditions of our City parks.

Herman D. Parker
Director
Park and Recreaton Department

David Graham
Deputy Chief Operating Officer
Neighborhood Services

Attachment:

A. Park Amenity Assessment Cumulative Report, June 30, 2016
B. Park Amenity Assessment Balboa Park Cumulative Report, June 30, 2016



City of San Diego

Park Amenity Assessment:
BALBOA PARK CUMULATIVE REPORT

June 30, 2016

KITCHELL

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INTRODUCTION

In 2016, the City of San Diego Park and Recreation Department (City) selected Kitchell CEM to perform Park Amenity Assessments (PAA's) and abbreviated accessibility assessments for Balboa Park, located in central San Diego. This report is a comprehensive summary report on the developed systems of Balboa Park, assessed in Fiscal Year (FY) 2016.

The PAA's at the parks included the following assessments:

Central Mesa

- Detailed Visual Assessments. The assessment included major park facilities and systems including (as applicable) site parking lots, site roadways, pedestrian walkways, playgrounds, sports fields, play courts, landscaping, above-ground storm water items (e.g. concrete drainage ditches), and other miscellaneous items identified visually on-site. The assessment did not include buildings, comfort stations, structures, or land value estimations. The assessment was based upon the condition of the facilities "as-is"; no recommendations were made for additional site improvements or enhancements.
- Detailed Underground Utility Assessment. This assessment including the videoing of the underground storm drain system throughout the Central Mesa, as well as the sewer laterals in the Central Mesa. The assessment did not include the main sewer or water lines running throughout the Central Mesa.
- Abbreviated Accessibility Assessments. The abbreviated accessibility assessments were performed to determine the condition or existence of accessibility features, and whether major park areas were accessible (e.g. ramps provided, accessible parking stalls and pathways, etc.). The assessment did not include any buildings or major structures. This assessment was also based upon the condition of the facilities "as-is"; no recommendations were made for additional site improvements or enhancements, with the exception of items related to disabled accessibility.

The overall primary goal of this project was to identify the current park-related maintenance and capital backlogs, and also to forecast anticipated future capital renewals for site systems. Other work to achieve this goal included the research and review of available as-built drawings, general development plans and other available information from the City staff. The information contained within this report and the individual park amenity assessments will be used to assist City staff in planning for park maintenance and capital renewal, for both current backlogs (for FY-2016) and future park concerns (for the next 20 years).

The assessment of Balboa Park began in January 2016. The assessment comprised a total of approximately 18,126,467 gross square feet (416 acres). The assessment was divided into three distinct areas, the Central Mesa, the East Mesa and the West Mesa. The overall area (416 acres) represents the identified developed

areas of Balboa Park (including hardscape, landscape, and park amenities), and does not include the undeveloped canyon areas, the San Diego Zoo property, the Naval Hospital or the Balboa Golf Course.

East Mesa

During the course of the assessments and subsequent analysis, the team identified an estimated total of $11,740,206 in maintenance and capital backlog items. Of this amount, $343,513 was identified as maintenance backlog and $11,396,693 as capital backlog. The backlogs are based on each park system's overall condition, age, and stipulations for replacement. The total park replacement value (PRV) of the developed areas for Balboa Park is estimated at $257,287,408.

A condition index rating was determined by the City of San Diego and in turn was developed into a Park Condition Index (PCI) for established park areas only, excluding the systems described above. Overall, Balboa Park received a rating of 5, indicating that the facilities are in an overall "Good" condition. For each of the three park areas, the Central Mesa received a rating of "Good" (4), the East Mesa received a rating of "Good" (3), and the West Mesa received a rating of "Good" (8). The PCI formula and a summary table on condition findings by park area is shown below.

$$\text{PCI} = \frac{\text{Cost of Repairs for Assessed Systems}}{\text{Current Replacement Value of Assessed Systems}}$$

Park Area	Gross Square Footage (GSF)	Capital Backlog (FY-2016)	Maintenance Backlog (FY-2016)	Total Backlog (FY-2016)	Park Replacement Value (PRV) (FY-2016)	PCI
Central Mesa	8,069,701	$ 5,580,674	$ 174,282	$ 5,754,956	$ 143,487,360	4
East Mesa	6,391,081	$ 2,355,045	$ 96,802	$ 2,451,847	$ 70,854,717	3
West Mesa	3,665,685	$ 3,460,974	$ 72,429	$ 3,533,403	$ 42,945,331	8
Total	**18,126,467**	**$ 11,396,693**	**$ 343,513**	**$ 11,740,206**	**$ 257,287,408**	**5**

In addition to the current maintenance and capital backlogs shown in the table above, the assessment team reviewed future projected capital renewal forecasts for a 20-year period following FY-2016. The team identified an estimated total of $444,197,756 for park systems and elements that would either reach the end of their expected life cycles during this period, or would require significant maintenance (beyond the scope of normal City maintenance staff work).

Additional information regarding the assessments and details about the figures and findings are contained within this report, the report appendices, and the individual park amenity assessment reports for each of the three distinct park areas.

PARK AMENITY ASSESSMENTS

Park Amenity Assessments (PAA's) are conducted to determine deferred maintenance items for a given facility or grouping of facilities. In the PAA, the assessing team will identify any maintenance, repair, or capital replacement items that have not been reported or addressed through the City's routine work order processes, and to address any maintenance items that have been properlyreported, but for some reason have not been resolved. The main objective of a PAA is to determine the overall condition of a facility or group of facilities.

West Mesa

Items identified through a PAA are generally categorized into the following:

(1) Backlog. Backlog consists of items related to regular maintenance, repair, or capital replacement work that was not performed when recommended or scheduled, possibly due to lack of funds or personnel to perform the maintenance. Backlog also includes items related to maintenance and repair that may have been previously unknown, but were also not addressed. These items were therefore deferred for a future period. These items should be addressed in the City's upcoming budget cycle, typically within a time period of 1 to 5 years depending on the priority and applicability to the mission of the facility. Deferred Maintenance items are typically included within the Facility Cost Index (FCI) for each facility.

(2) Projected Capital Renewal. These items consist of projected future needs for facility systems throughout the projected life cycle of the system. The projected needs include identification of costs associated with the systems as they reach the end of life (or in some cases, obsolescence), including regular scheduled maintenance, and replacement when required. Projected Capital Items are typically not included within the FCI for each facility.

The individual park amenity assessment reports provide descriptions and cost estimates for the maintenance, repair, and capital replacement backlogs for each park and major systems. The information provided in the reports will assist the City with the following:

East Mesa

- Identifying the condition of the overall parks, as well as major systems within the parks.
- Identifying which parks may have systems or elements that would be deemed unsafe, or can no longer supportthe mission of the park where located (or community, if the parks are part of a joint use program).
- Identifying requirements to bring the park systems up to current standards, especially with regards to accessibility.

- Determining the estimated costs to address the current maintenance and capital backlogs, as well as the most critical items to be addressed by park system.
- Deciding whether to continue repairing a park system, or provide replacement of the system.
- Preparing budget and funding approaches for the next 20 years of projected costs.
- Identifying opportunities for optimizing funding via economies of scale (e.g. grouping a series of maintenance / renewal items together to get better contract pricing).

APPROACH

To begin the park amenity assessments, Kitchell first met with the City to determine the full scope of items to be assessed at each park. The nature of the assessments was "visual observation", i.e. only visually observable items would be assessed, with no destructive testing or in-depth analysis. Additionally, an underground utility assessment was completed for the Central Mesa targeting the existing storm drain system and sewer laterals. The scope of the items to be assessed was grouped in categories organized by Uniformat II categories and classifications, according to the following:

Central Mesa

- On-Site Roadways
- On-Site Parking Lots
- Pedestrian Walkways
- Playing Fields and Courts
- Site Development items, such as Furnishings, Fencing, Walls, Signage, and other miscellaneous items
- Landscaping
- Above-Ground Stormwater
- Underground utilities (Storm drain system and sewer laterals)

Other items specifically excluded from the assessment, either due to not being "visually observable", or requiring specialty assessment procedures are listed below:

- Buildings (included as part of the General Fund Assessment)
- Comfort Stations (included as part of the General Fund Assessment)
- Other Structures (included as part of the General Fund Assessment)
- Irrigation systems
- Land Value Estimation

In order to prepare for the park amenity assessments, Kitchell began with a review of available information provided by the City for each park. The available information consisted of Google Earth files showing the approximate site boundaries, aerial photos of the site, the General Development Plan (GDP) for the site, limited as-built drawings and storm drainage inlet maps, and playground photos.

Kitchell also prepared a site checklist in accordance with the scope items required by the City. The checklist identified potential system deficiencies to be checked by the field assessment teams, and was also organized according to Uniformat II categories and classifications. Kitchell provided this checklist to the

City for review; following the review, minor adjustments were made to the list and organization of the data collected. The checklist was approved for use for the Balboa Park assessments.

Prior to the start of the site assessments, Kitchell conducted a kick-off meeting with City staff. The purpose of the meeting was to discuss the following:

Central Mesa

- Project goals, objectives, and scope.
- Assessment expectations, including systems included in the assessment, use of Kitchell-prepared checklists to identify deficiencies and maintenance items, and photography.

The process used to assess the park was as follows:

- Review all available park data from the City for the areas to be assessed.
- Prepare site maps for each park area to calculate the total area related to each major park system, including roadways, parking lots, etc. for calculation of each park's Park Replacement Value (PRV). Maps were based on the latest Google Earth images for the parks.
- Visually assess and photograph the facilities to determine the overall physical condition of the existing systems, and prepare deficiency reports and cost estimates. Assessment also included taking site measurements where necessary to quantify observed deficiencies (e.g. square footage of broken concrete paving, etc.).

Based on site observations, the majority of deficiencies noted during the assessments related to deferred maintenance and repairs, some of which have sufficient deterioration which could lead to full replacement or renewal. The following guidelines were used to determine if a deficiency would be classified as a maintenance or capital backlog item:

- Review as to whether the identified deficiency relates to the structural integrity of a system. (For example, minor repairs to asphalt, such as slurry sealing, would fall under the maintenance category; further repairs such as full replacement or improvements required for pavement integrity would fall into the capital category.)
- Review of the quantity of the deficiency within a system, and associated cost. (For example, a small area pavement replacement may be considered a routine maintenance item; larger pavement replacement may go beyond budgeted maintenance funds, and require separate capital renewal funding.)

After the items were categorized into maintenance and capital backlog categories, the items were further prioritized according to the following categories:

- Priority #1: Critical. Items included in this category require immediate action to stop accelerated deterioration or correct a hazard (e.g. pavement trip hazards, etc.).

- Priority #2: Potentially Critical. Items included in this category were not deemed to require immediate action, but are due for action within a year to correct situations such as rapid deterioration (e.g. structural failure of pavements such as "alligator cracking" or potholes, etc.).
- Priority #3: Necessary. Items included in this category require appropriate attention to address predictable future deterioration or potential future higher costs if deferred further.
- Priority #4: Recommended. Items included in this category represent recommended improvements and maintenance for serviceability of existing site systems, and identified to prevent future damage.
- Priority #5: Other. Items included in this category represent improvements identified to bring accessibility items up to current codes. This priority does not include major renovations and/or redesign of identified accessible routes, or the construction of new accessible routes to park facilities (where no accessible route could be identified).

Kitchell's estimating team reviewed each park checklist, with identified deficiencies, maintenance items, and site take-off quantities. The estimators assigned costs to each item using the latest R.S. Means Construction Cost Data, and included hard costs, City Cost Index (CCI) adjustments for San Diego, soft costs for design and implementation of repairs, and estimating contingencies. The cost estimates for FY 2016 for each park are included in the individual Park Amenity Assessment Reports.

The Facility Condition Index (FCI) Standard

As a part of the assessments, a Facility Condition Index (FCI) was required for each park analysis. The FCI is defined by the National Association of College and University Business Officers (NACUBO) as the ratio of the Cost of Repairs (Deferred Maintenance, or DM) divided by the Current Replacement Value (CRV) of a facility. This standard calculation quantitatively rates the physical condition of the facility or group of facilities, and is a generally accepted industry standard. The ratio is typically expressed as the following:

East Mesa

$$FCI = \frac{\text{Cost of Repairs (DM)}}{\text{Current Replacement Value (CRV)}}$$

Based upon the scope for the park assessments, a typical FCI could not be calculated for an entire park site, as it would include items not included in the assessment scope (such as buildings, major structures, and assessor's land values), which would normally be included in the full current replacement value. Instead, an abbreviated FCI value, Park Condition Index (PCI), was calculated for each park site. This PCI calculation utilizes the cost of both maintenance and capital backlog as well as the term Plant Replacement Value (PRV) in place of Current Replacement Value (CRV). This new PCI ratio is expressed as the following:

Central Mesa

$$PCI = \frac{\text{Cost of Maintenance Backlog + Cost of Capital Backlog}}{\text{Plant Replacement Value (PRV)}}$$

The PCI ranges for Good (PCI 20 or less), Fair (PCI 21-29) and Poor (PCI 30 or greater) are designated by the City of San Diego staff. (The PCI numbers are multiplied by 100 to provide whole values for City planning purposes). PCI values for each category are as follows:

- Good: PCI = 20 or less
- Fair: PCI = 21 to 29
- Poor: PCI = 30 or greater

Typically, costs for deficiencies identified during assessments are scheduled and budgeted for correction within a one to five year time frame, based on funding availability. For the purpose of this assessment, rather than spread out costs over a given period, all observed deficiency costs were grouped into FY 2016. This was done for two reasons. First, based upon site observations, the majority of deficiencies noted are related to deferred maintenance items, which in some cases had been deferred past the point of the life of the system. Second, all current costs should be included in order to increase the accuracy of the PCI, for a more accurate depiction of the physical condition of the facility's assessed systems.

Repairing or Renewing a Facilitywersus Replacing a Facility

In general, for buildings, the industry standard trends toward recommending replacement for a facility when the cost of identified repairs is between 50 to 70 percent of its replacement value (which translates to an FCI of 50% to 70%). This approach may be verified depending on the age of the building, the functionality, size, or location; a building falling within this range may not necessarily require replacement.

Unlike buildings, where major systems are heavily reliant upon each other and may require replacement of portions of other systems to ensure full functionality (e.g. replacement of roofing in addition to HVAC

equipment located on the roof), a majority of park systems can be addressed as individual, separate components. A higher PCI value (and thus higher cost of repairs) may not necessarily require the full replacement of the park, since the park PCI may be heavily driven by one particular system. For example, if the playgrounds were sufficiently obsolete and would require full replacement. The park PCI may be within the "Fair" to "Good" range without including the cost of replacing the playground, but may drop to the "Poor" range once the playground is added. Therefore, when evaluating whether the park should be repaired or replaced, the following should be considered:

- Review of the individual park systems to determine if the PCI is being driven by one or more categories that can be individually replaced, to maintain the mission of the park and the critical systems.
- Review of available funding and restrictions on the funding.
- Overall size, function, design, layout, and usage of both the park and its individual components.
- Availability of other park facilities within the local area which can support the public demand for park space while another is repaired or replaced.

East Mesa

Deficiency Cost Estimates

The cost estimates, the backlog of maintenance, and capital backlogs identified in the facility assessment reports were prepared by Kitchell's estimating department using data from real-time, field-verified construction estimates. The estimates include applicable direct cost and City Cost Index (CCI) adjustments for performing the work, and additional adjustments requested by the City to bring direct costs in line with the City's historical costs for work. Also included are soft costs the City typically applies to administer, design, manage, regulate, and execute the work performed on the facilities. The soft factor used for the FY-2016 assessment was set at 1.50 for the purpose of determining the maintenance and capital renewal deficiency cost estimates.

Park ReplacementValue (PRV)

Central Mesa

As a part of the park analysis, Kitchell also prepared Park Replacement Values (PRV's) for each individual park's developed areas. The Park Replacement Value (PRV) is also known as the Current Replacement Value (CRV) in the PCI standard developed previously in this document. As noted previously, this value includes only the items included within the scope developed with the City, and excludes items such as structures, buildings, and land value estimations.

Based upon the observations at the park, Kitchell's estimating team developed per-square-foot costs for each of the major park systems, as included with Uniformat II categories and classifications. The per-square-foot costs developed were taken as an average across the three individual park areas assessed. For example, the development of a per-square-foot cost for site parking lots included costs for asphalt pavement, concrete pavement, curbs and gutters, and landscaping. Since the majority of parking lots within the assessment had asphalt pavement, the major portion of the per-square-foot cost includes installation of asphalt pavement sections to support vehicular traffic. Should future assessments determine that the majority of parking lots are concrete pavement, the cost will be adjusted accordingly.

In order to estimate the replacement value for the park developed areas, Kitchell prepared site maps of the park based upon the latest Google Earth images. The identified areas (parking lots, walkways, etc.) were compared against all available resources, including City as-built documentation, General Development Plans, and park boundary maps. Additionally, Kitchell reviewed each map to field verify the site areas identified, and make minor corrections based upon site observations, if applicable.

For Balboa Park, overall approximately 18,126,467 gross square feet (416 acres) were assessed. The Park Replacement Value (PRV) for the developed area is $257,287,408.

OTHER ASSESSMENTS

AbbreviatedAccessibility Assessments

In addition to the condition assessment, Balboa Park received an abbreviated accessibility assessment. This assessment was performed by the condition assessment team and was designed to assist in identifying readily achievable accessibility needs within park. The estimated cost of readily achievable accessibility items is $138,510. Individual area accessibility deficiencies can be found in the park amenity assessment reports.

THEASSESSMENT TEAM

Field assessment, data entry and report preparations began in January 2016 and were completed in June 2016. The assessment teams were assigned to complete the work and evaluate site systems (hardscape, landscape, etc.).

The assessment team was assigned as follows:

- Kitchell – Matt Johnson, Civil Engineer
- Kitchell – Shane Murphy, Project Engineer
- Kitchell – Anthony Lloyd, Project Engineer-Electrical
- Downstream Services, Inc. – Kim Carr, Project Manager
- Downstream Services, Inc. – Burton Smith, Technician

East Mesa

Additional team members from Kitchell included:

- Heather Brown, Project Manager
- Wendy Cohen, Regional Executive
- Tim Prechel, Estimator
- Jay Prechel, Estimator

The field assessment teams were also supported by the following City personnel:

- City of San Diego: Leigh Ann Sutton, P.E., Associate Engineer and Project Lead, who coordinated and guided the overall assessment effort from the City's side and provided leadership and insight to the City's project goals and objectives. Leigh Ann ensured the project team was provided resources needed by the project team.

- City of San Diego: Jim Winter, Project Officer, who coordinated available documentation and resources for the assessment teams (including as-builts, maps, and general park information), and provided extensive support for the teams during the assessment and subsequent analysis. Jim ensured the project team was provided resources needed included coordinating access to specific areas of the park and ensuring appropriate city personnel was available to assist in all inquiries that arose from the assessment.

- City of San Diego: Scott Lee, Assistant Engineer, who coordinated various aspects of the project and provided necessary support to the team during the assessment process.

CITY OF SAN DIEGO ASSESSMENTFINDINGS

BACKGROUND

The City oversees, manages and maintains numerous parks within the Greater San Diego area, with various sizes, facilities, and systems. As trustees and stewards of these properties, the City is responsible for the day-to-day operations and maintenance of the parks. Unfortunately, due to limited resources, the park facilities have accrued a backlog of maintenance and capital renewal items that should be addressed to ensure that the parks continue to fulfill their mission to the City, and that the City can continue to provide parks resources to meet the public's demands. With this assessment project, the City has begun the process of evaluating the currentconditions of these valuable resources, and determining the items requiring corrective actions of maintenance, repairs, or replacement. The results and findings contained in this report, and in the individual facility reports, are intended to provide the City with the information about the current condition of the facilities and those components and systems where maintenance, repair, or replacement may have been deferred. In addition, a twenty (20) year forecast of system capital renewal schedule was prepared for each park area.

Central Mesa

The Facilities- Summary of Results and Findings

The area of Balboa Park assessed comprised a total of 18,126,467 gross square feet (416 acres). This area represents the identified developed areas of the park (including hardscape, landscape, and park amenities), and does not include buildings, structures, or open land areas beyond developed park areas. The team identified an estimated total of $11,740,206 in maintenance and capital backlog items. Of this amount, $343,513 was identified as maintenance backlog and $11,396,693 as capital backlog. The backlogs are based on each park system's overall condition, age, and specifications for replacement.

Maintenance & Capital Backlog by Park System

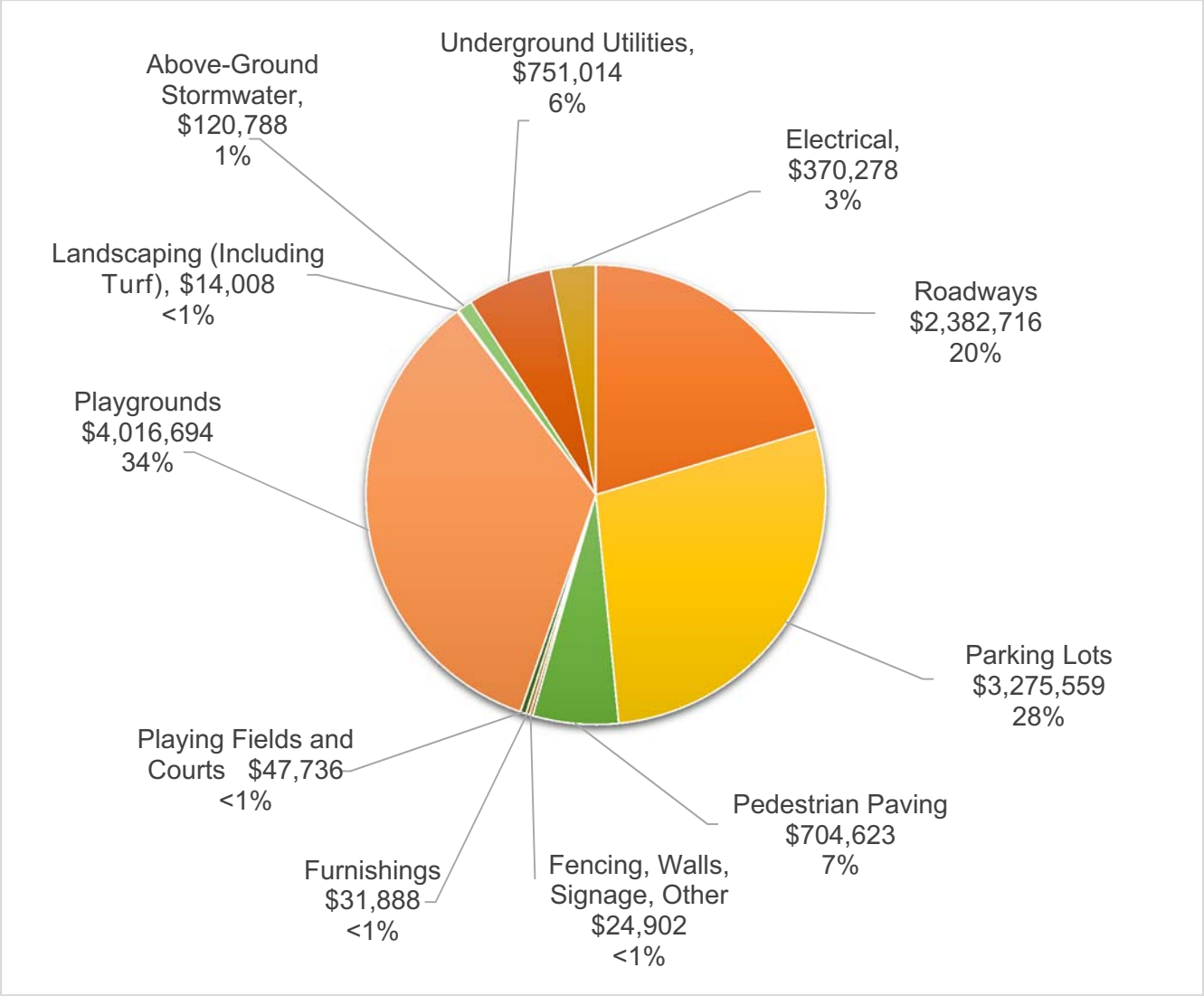
The following table and figure illustrate the maintenance and capital backlog totals for the assessed park area by **Park System**. The table and chart shows each major park system assessed. Of interest to note is that the highest backlog costs were for playgrounds, followed by parking lots. Overall, the majority of the playgrounds observed had exceeded their useful life, and/or required upgrades to meet current code requirements for accessibility.

Table 1. Total Backlog by Park Systems – Balboa Park

System	Total Maintenance & Capital Backlog
Roadways	$2,382,716
Parking Lots	$3,275,559
Pedestrian Paving	$704,623
Fencing, Walls, Signage, Other	$24,902
Furnishings	$31,888
Playing Fields And Courts	$47,736
Playgrounds	$4,016,694
Landscaping (Including Turf)	$14,008
Above-Ground Stormwater	$120,788
Underground Utilities	$751,014
Electrical	$370,278
Total	**$11,740,206**

Figure 1. Total Backlog by Park Systems – Balboa Park

Total Backlog by Park Systems – $ 11,740,206



Maintenance & Capital Backlog by Reliability Level

To effectively address and manage the total maintenance and capital backlogs, the estimated costs for maintenance and capital backlogs have been categorized into three system **Reliability Levels**. The three reliability levels that were analyzed for the assessments are described and defined below.

East Mesa

- **Level 1 Operations Impacts**
  Level 1 Operations Impacts represent systems that can lead to partial or full shut-downs of the facility if the systems are allowed to exceed the end of their useful life or are not properly maintained. This would include playgrounds, athletic fields, outdoor courts and pedestrian walkway areas.

- **Level 2 Deterioration**
  Level 2 Deterioration represents systems that will shorten the life of the asset and cause deterioration to other systems if allowed to exceed the end of their useful life or are not properly maintained. This would include parking lots, roadways, above-ground stormwater, underground utilities and the electrical system.

- **Level 3 Appearance**
  Level 3 Appearance represents systems that provide the appearance and quality of the facility. This would include systems such as landscaping, signage, fencing and park furnishings (picnic tables, benches, etc.).

The following tables and charts reveal the findings total maintenance and capital backlogs for Balboa Park. To achieve optimum service reliability for the park systems, it is important to first address the Level 1 Operations Impacts followed by Level 2 Deterioration to ensure reliability of the Park facilities.

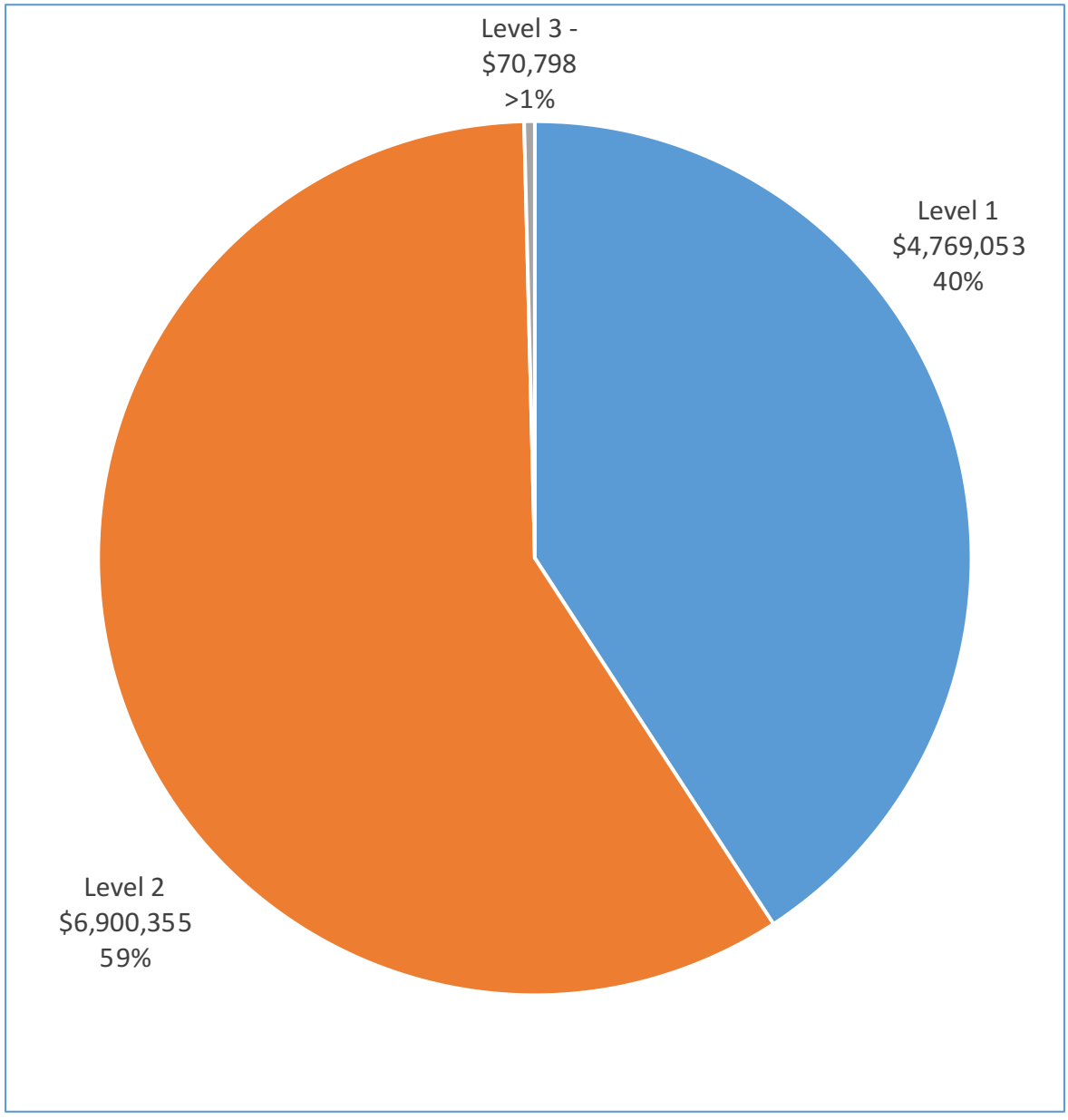
Table 2. Facility Maintenance & Capital Backlog by Reliability Level – Balboa Park

	Level 1 Operations Total	Level 2 Deterioration Total	Level 3 Appearance Total	Total Backlog
Central Mesa	$1,893,992	$3,839,097	$21,867	$5,754,956
East Mesa	$1,550,756	$ 885,364	$15,727	$2,451,847
West Mesa	$1,324,305	$2,175,894	$33,204	$3,533,403
Total	**$4,769,053**	**$6,900,355**	**$70,798**	**$11,740,206**

Figure 2. Facility Maintenance & Capital Backlog by Reliability Levels – Balboa Park

Total Maintenance & Capital Backlog by Reliability Levels:

$ 11,740,206



Additional Park Amenity Assessment Findings

Table 3. Facility Maintenance & Capital Backlog by Park Area – Balboa Park

Park Area	Total Capital Backlog	Total Maintenance Backlog	Total Backlog	Park Replacement Value	PCI
Central Mesa	$5,580,674	$174,282	$5,754,956	$143,487,360	4
East Mesa	$2,355,045	$96,802	$2,451,847	$70,854,717	3
West Mesa	$3,460,974	$72,429	$3,533,403	$42,945,331	8
Total	**$11,396,693**	**$343,513**	**$11,740,206**	**$257,287,408**	**5**

Of the FY-2016 maintenance and capital renewal costs, approximately 82% of the identified items fell into three categories: "Roadways" ($2,382,716, approximately 20% of the FY-2016 maintenance and capital backlog cost), "Parking Lots" ($3,275,559, approximately 28% of the FY-2016 maintenance and capital backlog cost) and "Site Development: Playgrounds" ($4,016,694, approximately 34% of the FY-2016 maintenance and capital backlog cost). The following table illustrates the FY-2016 costs for "Roadways", "Parking Lots" and "Site Development: Playgrounds" broken down by park area.

Table 4. Facility Maintenance & Capital Backlog by Highest Systems – Balboa Park

	Roadways	Parking Lots	Site Development: Playgrounds
Central Mesa	$908,410	$1,905,675	$1,404,128
East Mesa	$465,127	$344,643	$1,390,060
West Mesa	$1,009,179	$1,025,241	$1,222,506
Totals	**$2,382,716**	**$3,275,559**	**$4,016,694**

Playground equipment assessed generally was in fair condition. The City has established a useful life for playgrounds of 15 years. Despite the condition of the equipment, the City confirms that the playgrounds are safe. Based upon this useful life, the majority of the playgrounds are due for full replacement. Additionally, it is recommended the playgrounds be upgraded to meet current accessibility codes (including creating accessible paths to equipment, ramps down to play areas, etc.). The cost for FY-2016 playgrounds includes, as applicable, costs for replacing both playground equipment and surfacing, and also includes an additional 25% mark-up factor for accessibility upgrades.

The roadways and parking lots assessed were primarily asphalt concrete over aggregate base, with some small areas of concrete paving. Per site observations, the majority of the asphalt had visible surface deterioration, possibly due to a lack of preventative maintenance and regular repairs. In some areas, it appeared that the asphalt pavement had substantially deteriorated, showing evidence of structural failure (e.g. "alligator" cracking). This could be due in part to extended deferred maintenance, but also could be attributed to other factors such as subgrade deterioration, and/or that the pavement has been subjected

to loads higher than included for the original design. The cost for pavement repairs and replacements conservatively assume a structural section that may be larger than the existing, to account for potentially higher loads and to reduce future accelerated deterioration.

As a part of the Reliability Level categories, “Site Development: Playgrounds” have been assigned to Reliability Level 1: Operations Impacts, and “Roadways” and “Parking Lots” to Reliability Level 2: Deterioration. The City should begin developing an action plan to address conditions that could put the City at some liability or risk, and decide to either repair or replace the system elements that are beyond their useful life. As the playground areas are included in Reliability Level 1: Operations Impacts, and are not only crucial to the mission of the parks but may put the City at higher risk due to extended deterioration or potential failure, even though the City ensures the playgrounds are safe. As old play equipment is removed due to age, the play value of the park diminishes resulting in fewer park users thus reducing the park’s ability to achieve the City’s park mission. We recommend that the City focuses on the playground system first.

CAPITAL RENEWAL

In addition to identifying backlog of maintenance and capital backlogs for the systems and elements at Balboa Park, an additional goal of the project was to identify and forecast for a 20 year period (from 2017 to 2036) both the maintenance and capital backlog and future capital renewal for the individual park systems. This portion of the report focuses on both current FY-2016 maintenance and capital backlog, as well as projected future capital renewal which is based on the remaining useful life of park systems. Depending on the park system and expected useful life, a portion of on-site elements are expected to expire, or require significant maintenance, within the 20-year period selected. The 20-year plan includes maintenance and capital renewal items organized into the following categories, according to Uniformat II, and in accordance with the scope developed with the City:

- Roadways
- Parking Lots
- Pedestrian Paving
- Site Development: Fencing, Walls, Signage, Other
- Site Development: Furnishings
- Site Development: Playing Fields and Courts
- Site Development: Playgrounds
- Accessibility
- Landscaping (Including Turf)
- Above-Ground Stormwater
- Underground Utilities (Storm water System and Sewer Laterals)

East Mesa

The cost projections and determination of capital replacements for the systems were based on the following (in no particular order):

- Field determination by the assessment team as to the probable years of remaining life, following improvements recommended for FY 2016.
- Direct City requests for maintenance and/or capital renewal, independent of the projected years of remaining life (e.g. replacement of playgrounds at various sites).
- Known chronological age and projected remaining years of life for the system.

Capital renewal identified for the 20-year period should be considered as additional future needs to the FY-2016 maintenance and capital backlogs. These projections are based on the assessment team's observations as to the useful remaining life of the systems, as well as the age of the system (if known). Average useful life expectations and maintenance cycles were derived from a variety of sources, including the Building Owners and Managers Association (BOMA) International Standards, the California Department of Transportation (Caltrans) Maintenance Technical Advisory Guide (MTAG), and the 2011

Architectural Manual's Expected Useful Life Table prepared by the Washington State Department of Commerce, Office of Affordable Housing. Additionally, the assessment team enlisted the support of Kitchell's Facility Management (FM) Department, which used real-time data to verify expected useful life cycles for various park systems and elements.

West Mesa

Once maintenance cycles were established, yearly maintenance costs were derived using one of the following methods.

- For systems consisting of more than 90% of one particular material / construction method (e.g. asphalt paving for most parking lots), an actual hard repair cost was used (e.g. slurry sealing of asphalt pavement, etc.). These costs were prepared by Kitchell's estimators, drawing from RS Means Construction Cost Data, and included allowances for smaller sub-systems within the system (e.g. for parking lots, inclusion of minor costs for curbs, gutters, etc.).

- For systems consisting of multiple types of materials / construction costs (e.g. baseball field with multiple types of equipment and field surfacing), a yearly repair cost was estimated using a percentage of current replacement value costs. The percentage varied from system to system, and was adjusted based upon the yearly repairs anticipated for each system.

For systems with detailing beyond the scope of the visual site assessment (e.g. "Site Development: Fencing, Walls, Signage, Other" category, which included general site fencing, above-grade visible utilities, etc.), an estimated cost-per-square-foot was applied to the park's calculated developed area. The estimated cost was based upon observations made, and adjusted per sub-category (i.e., different costs-per-square-foot were used for site signage versus fencing and retaining walls).

The table below illustrates the average useful life expectations for the park systems used in the assessment. As each park system is made up of multiple elements, the age shown represents the highest occurring element within the system, based upon site observations of the park area assessed. For example, within parking lots, the overwhelming majority of the hardscape observed was asphalt paving, with only minor portions of concrete paving and curbs (if present). Therefore, the useful life expectation for parking lots was based on asphalt concrete rather than standard concrete.

Table 5. Park Amenity Assessment Park Systems: Average Useful Life

System Code	System	Sub System	Sub System Code	Category	Priority	Life
G20	Roadways	Paving and Surfacing, including minor site elements	Varies	Site	Level 2 Deterioration	25
G20	Parking Lots	Paving and Surfacing, including minor site elements	Varies	Site	Level 2 Deterioration	25
G20	Pedestrian Paving	Paving and Surfacing, including both walkways and stairs	Varies	Site	Level 1 Operations Impacts	50
G20	Site Development	Fences and Gates	G2041	Site	Level 3 Appearance	15
G20	Site Development	Signage	G2044	Site	Level 3 Appearance	10
G20	Site Development	Site Furnishings	G2045	Site	Level 3 Appearance	18
G20	Site Development	Playing Fields and Courts: Baseball, softball fields	G2047	Site	Level 1 Operations Impacts	20
G20	Site Development	Playing Fields and Courts: Basketball, tennis courts	G2047	Site	Level 1 Operations Impacts	20
G20	Site Development	Playing Fields and Courts: Volleyball courts	G2047	Site	Level 1 Operations Impacts	20
G20	Site Development	Playing Fields and Courts: Skateboard parks (concrete)	G2047	Site	Level 1 Operations Impacts	20
G20	Site Development	Playing Fields and Courts: Open play areas	G2047	Site	Level 1 Operations Impacts	10
G20	Site Development	Playing Fields and Courts: Other soft courts	G2047	Site	Level 1 Operations Impacts	10
G20	Site Development	Miscellaneous utility equipment (including observed at-grade utilities other than storm drainage items)	Varies	Site	Level 2 Deterioration	0**
G20	Site Development	Playgrounds: Equipment	G2049	Site	Level 1 Operations Impacts	15
G20	Site Development	Playgrounds: Surfacing	G2049	Site	Level 1 Operations Impacts	5
G20	Landscaping	Parking: Shrubs and Trees	G2055	Site	Level 3 Appearance	10
G20	Landscaping	Parking: Turf and Grass	G2055	Site	Level 3 Appearance	10
G30	Storm Sewer	At-grade system components	Varies	Site	Level 2 Deterioration	50
G30	Storm Sewer	Below-grade system components	Varies	Site	Level 2 Deterioration	50
D50	Electrical Systems	Electrical service & components	Varies	Site	Level 2 Deterioration	25

***Site DevelopmentMiscellaneous: Useful life years variedby system and sub-system.*

The goal of projecting a multi-year capital renewal plan is to provide the City a long-range forecast of potential future needs for each park system, based on the current condition and estimated useful life. This approach will allow for the City to estimate when park systems are due for significant maintenance as well as full replacement, and budget accordingly.

To identify and forecast the multi-year capital renewal projection for Balboa Park, assessed in FY-2016, the assessment team reviewed the following to meet the project goal:

- Identify what systems exist at a park.
- Identify which systems present are maintained by the Parks and Recreation Department, and which ones are maintained by separate associations / organizations.
- Estimating when the system was installed, or when the system last had significant maintenance.
- Forecasting how many years of useful life remain for each park system, and when the system would need either significant maintenance, or full replacement. Projections for maintenance and replacement were based upon the assumption that all deficiencies identified in FY-2016 were addressed and corrected.

West Mesa

Capital Renewal Schedule

The Capital Renewal Schedule provided is intended to give the City a snapshot of both the FY-2016 capital and maintenance backlogs, and the projected maintenance and capital renewal costs for the 20-year forecasting period (2017 through 2036). Should the FY-2016 maintenance and capital backlogs not be completed in 2016, the backlogs would then roll over into FY-2017, and increase in accordance with the inflation percentage used for the 20-year forecasting period. The Capital Renewal Schedule is provided in Appendix C.

The determination of the amount of project maintenance and capital renewal was based on BOMA, the California Department of Transportation (Caltrans) Maintenance Technical Advisory Guide (MTAG), the 2011 Architectural Manual's Expected Useful Life Table prepared by the Washington State Department of Commerce, Office of Affordable Housing, and Kitchell's FM department recommendations. The following table illustrates the maintenance schedules assumed for each park system and/or element. The cost associated with each repair item was based on the maintenance needs for the highest occurring element within the system (example: parking lot costs were based on asphalt pavement maintenance requirements), or on a percentage of the estimated replacement cost for the system or element.

Table 6. Park Amenity Assessment Park Systems: Maintenance Schedule (Estimated)

Sys Code	System	Sub System	Sub System Code	Category	Priority	Maintenance Schedule
G20	Roadways	Paving and Surfacing, including minor site elements	Varies	Site	Level 2 Deterioration	Provide repairs every 2 years for 20% of roadway areas and 50% replacement every 10 years.
G20	Parking Lots	Paving and Surfacing, including minor site elements	Varies	Site	Level 2 Deterioration	Provide repairs every 2 years for 20% of roadway areas and 50% replacement every 10 years.
G20	Pedestrian Paving	Paving and Surfacing, including both walkways and stairs	Varies	Site	Level 1 Operations Impacts	Provide repairs every 5 years for 5% of concrete areas.
G20	Site Development	Fences and Gates	G2041	Site	Level 3 Appearance	5% of replacement cost applied for repairs every 3 years.
G20	Site Development	Signage	G2044	Site	Level 3 Appearance	5% of replacement cost applied for repairs every 3 years.
G20	Site Development	Site Furnishings	G2045	Site	Level 3 Appearance	10% of replacement cost applied for repairs every 5 years.
G20	Site Development	Playing Fields and Courts: Baseball, softball fields	G2047	Site	Level 1 Operations Impacts	5% of replacement cost applied for repairs every year.
G20	Site Development	Playing Fields and Courts: Basketball, tennis courts	G2047	Site	Level 1 Operations Impacts	5% of replacement cost applied for repairs every year.
G20	Site Development	Playing Fields and Courts: Volleyball courts	G2047	Site	Level 1 Operations Impacts	5% of replacement cost applied for repairs every 2 years.
G20	Site Development	Playing Fields and Courts: Skateboard parks (concrete)	G2047	Site	Level 1 Operations Impacts	5% of replacement cost applied for repairs every 2 years.
G20	Site Development	Playing Fields and Courts: Open play areas	G2047	Site	Level 1 Operations Impacts	5% of replacement cost applied for repairs every year.
G20	Site Development	Playing Fields and Courts: Other soft courts	G2047	Site	Level 1 Operations Impacts	5% of replacement cost applied for repairs every 2 years.
G20	Site Development	Miscellaneous utility equipment (including observed at-grade utilities other than storm drainage items)	Varies	Site	Level 2 Deterioration	5% of replacement cost applied for repairs every 5 years.
G20	Site Development	Playgrounds: Equipment	G2049	Site	Level 1 Operations Impacts	5% of replacement cost applied for repairs every year.
G20	Site Development	Playgrounds: Surfacing	G2049	Site	Level 1 Operations Impacts	10% of replacement cost applied for repairs every year.
G20	Landscaping	Parking: Shrubs and Trees	G2055	Site	Level 3 Appearance	5% of replacement cost applied for repairs every 5 years.
G20	Landscaping	Parking: Turf and Grass	G2055	Site	Level 3 Appearance	8% of replacement cost applied for repairs every 5 years.
G30	Storm Sewer	At-grade system components	Varies	Site	Level 2 Deterioration	10% of replacement cost applied for repairs every 5 years.
D50	Electrical Systems	Electrical service & components	Varies	Site	Level 2 Deterioration	2% of replacement cost applied for repairs every 5 years.

Conclusions

East Mesa

The park amenity assessment performed for Balboa Park in FY-2016 followed typical approaches and methods for park amenity assessments, with minor revisions made in the analyses to accommodate City requirements for long-term planning and data incorporation. Routine meetings were held on a regular basis to ensure that Kitchell was meeting scope requirements and City needs for assessments and analysis.

As noted in previous sections of this document, the assessment team reviewed and assessed Balboa Park, in accordance with the scope developed with the City. The assessment team covered a total of 18,126,467 gross square feet (416 acres) of developed park area, with a total estimated Park Replacement Value (PRV) of $257,287,408 for the developed areas. Maintenance and capital backlogs for Balboa Park totaled $11,740,206 for FY-2016. Using the PCI ratings developed for the parks, Balboa Park received a rating of 5, indicating that the facilities are in an overall "Good" condition.

Detailed below is the PCI formula developed for the parks assessments, and a summary of the park amenity assessment findings by park area in FY-2016.

$$PCI = \frac{\textit{Cost of Repairs for Assessed Systems}}{\textit{Current Replacement Value of Assessed Systems}}$$

Park Area	Gross Square Footage (GSF)	Capital Backlog (FY-2016)	Maintenance Backlog (FY-2016)	Total Backlog (FY-2016)	Park Replacement Value (PRV) (FY-2016)	PCI
Central Mesa	8,069,701	$ 5,580,674	$ 174,282	$ 5,754,956	$ 143,487,360	4
East Mesa	6,394,081	$ 2,355,045	$ 96,802	$ 2,451,847	$ 70,854,717	3
West Mesa	3,665,685	$ 3,460,974	$ 72,429	$ 3,533,403	$ 42,945,331	8
Total	**18,126,467**	**$ 11,396,693**	**$ 343,513**	**$ 11,740,206**	**$ 257,287,408**	**5**

While the findings in this report identify potential action items regarding maintenance and capital backlog, the results did not produce any highly abnormal conclusions. The majority of the maintenance and capital backlog items related to normal usage, daily wear and tear, accelerated deterioration from a lack of maintenance, and expected damage resulting from system interaction (e.g. tree roots causing damage to adjacent hardscapes). Additionally, in some instances, park systems were observed to have accelerated damage where systems were not being used for their original functions (e.g. pedestrian walkway damage where maintenance staff use the pathways for vehicular access).

Recommendations

The results in the park amenity assessments for Balboa Park reveal the need to develop action plans to address both existing maintenance and capital backlogs, and provide for long-term planning for future maintenance and capital renewal items. Significant funding should be designated for both FY-2016 backlogs and future improvements identified in the 20-year Multi-Year Renewal plan.

In order to fully address the maintenance and capital backlogs identified during the assessment, as well as provide for future funding, we recommend the following action plans be developed. The first two recommendations focus on the existing park backlogs, and their ability to fulfil their mission and to serve the public demands.

Recommendation #1: FY-2016 Action Plan by Reliability Level

The first priority of the City should be to address maintenance and capital backlog items identified for Balboa Park. The purpose of this plan would be to address backlog items identified in the park amenity assessments as "Critical" or "Potentially Critical", and to stop accelerated deterioration. The plan should first determine which of the park systems has the highest critical functions to the City based upon usage and accessibility. After this has been determined, the plan should provide a schedule for addressing backlog items by Reliability Level, beginning with Reliability Level 1 (Operations Impacts) and work through each level accordingly.

Recommendation #2: 20-Year Funding Plan by Reliability Level

Following the development of the FY-2016 action plan, the next step for maintenance of the parks should be to develop a plan to address future maintenance and capital renewal items for Balboa Park, based upon the existing site systems. As with the FY-2016 Action Plan, the plan should first determine which of the parks has the highest critical functions to the City based upon usage and accessibility. The plan should address not only schedules for the maintenance, but also perform a review of internal City staffing available to perform various maintenance work recommended, as well as develop an on-call list of vendors and companies that can be hired to perform additional work to support the City's efforts. This plan will be critical to ensure that the park can continue to meet the needs of the public, by providing long-range planning.

West Mesa

In addition to addressing the mission of the park, another critical component to ensure that the City continues to meet the public demand is additional long-term planning to meet diverse changing and growing needs of the increasing population. The recommendation presented below focuses on future planning for Balboa Park.

Recommendation #3: Park Utilization Plan

One component of future planning for Balboa Park is to ensure that the park continues to meet the needs of the public they serve. A Balboa Park System Master Plan would review existing park facilities, the condition of those facilities, facility usage and long-term maintenance and capital renewal costs to determine where park efficiencies can be increased.

In conclusion, the results, findings and recommendations presented by this comprehensive report and the individual park amenity assessments by park area provide source information to assist the City with future planning and budgeting.

APPENDIX

Below is a list of Appendices that support and are applicable to the report results and findings of the Park Amenity Assessment (PAA) project. The Appendix is intended to provide detailed information to assist in referencing the summary information and exhibits found in the text of this document.

Appendix A

List of Park Areas Assessed and Standard PCI

Appendix B

List of Park Areas that received the Abbreviated Accessibility Assessment

Appendix C

Capital Renewal Schedule – Balboa Park

Appendix D

Glossary of Terms

Appendix E

Map of Assessment Areas

Appendix F

Park Amenity Assessments

- Balboa Park – Central Mesa
- Balboa Park – East Mesa
- Balboa Park – West Mesa

APPENDIX A – LIST OF PARK AREAS ASSESSED AND STANDARD PARK CONDITION INDEX (PCI)

Appendix A - List of Park Areas Assessed and Standard PCI

Facility No.	Description	Address	District	Actual Assessed SF	Department	Asset Type	Year Built	Total Capital Backlog	Total Maintenance Backlog	Total Replacement Backlog	Plant Replacement Value	Park PCI
PCI = 5												
	Central Mesa	1549 El Prado	3	8,069,701	Parks and Recreation	Regional	1915	$ 5,580,674	$ 174,282	$ 5,754,956	$ 143,487,360	4
	East Mesa	1549 El Prado	3	6,391,081	Parks and Recreation	Regional	1915	$ 2,355,045	$ 96,802	$ 2,451,847	$ 70,854,717	3
	West Mesa	1549 El Prado	3	3,665,685	Parks and Recreation	Regional	1915	$ 3,460,974	$ 72,429	$ 3,533,403	$ 42,945,331	8
	TOTAL			**18,126,467**				**$ 11,396,693**	**$ 343,513**	**$ 11,740,206**	**$ 257,287,408**	**5**

APPENDIX B – LIST OF PARK AREAS THAT RECEIVED THE ABBREVIATED ACCESSIBILITY ASSESSMENT

Appendix B - List of Park Areas that Received the Abbreviated Accessibility Assessment

Facility No.	Description	Address	District	Actual Assessed SF	Department	Asset Type	Year Built	Year Assessed	Accessibility Survey	Total Accessibility Needs	Level 1 Operations Impacts	Total Replacement Backlog	Plant Replacement Value	Park PCI
PCI = 5														
	Central Mesa	1549 El Prado	3	8,069,701	Parks and Recreation	Regional	1915	2016	Yes	$101,259	$1,833,489	$5,754,956	$143,487,360	4
	East Mesa	1549 El Prado	3	6,391,081	Parks and Recreation	Regional	1915	2016	Yes	$28,208	$1,534,970	$2,451,847	$70,854,717	3
	West Mesa	1549 El Prado	3	3,665,685	Parks and Recreation	Regional	1915	2016	Yes	$9,043	$1,324,305	$3,533,403	$42,945,331	8
	TOTAL			**18,126,467**						**$138,510**	**$4,692,764**	**$11,740,206**	**$257,287,408**	**5**

APPENDIX C – CAPITALRENEWALSCHEDULE – BALBOA PARK

Appendix C - Capital Renewal Schedule - Balboa Park

System	2016 ($)	2017 ($)	2018 ($)	2019 ($)	2020 ($)	2021 ($)	2022 ($)	2023 ($)	2024 ($)	2025 ($)	2026 ($)	2027 ($)	2028 ($)	2029 ($)	2030 ($)	2031 ($)	2032 ($)	2033 ($)	2034 ($)	2035 ($)	2036 ($)
SITE IMPROVEMENTS	$ 10,498,126	$ 935,879	$ 5,603,779	$ 2,223,832	$ 5,600,609	$ 7,004,475	$ 9,471,013	$ 1,493,869	$ 8,620,782	$ 2,655,371	$ 93,349,223	$ 1,257,745	$ 12,053,744	$ 1,334,340	$ 10,293,666	$ 13,791,971	$ 10,920,551	$ 2,007,638	$ 16,661,022	$ 1,593,272	$ 236,427,679
Roadways	$ 2,377,338	$ -	$ 1,940,661	$ -	$ 2,058,847	$ -	$ 2,184,231	$ -	$ 2,317,251	$ -	$ 30,256,872	$ -	$ 2,608,085	$ -	$ 2,766,919	$ -	$ 2,935,424	$ -	$ 3,114,191	$ -	$ 40,662,706
Parking Lots	$ 3,218,716	$ -	$ 2,696,596	$ -	$ 2,860,818	$ -	$ 3,035,042	$ -	$ 3,219,876	$ -	$ 52,553,324	$ -	$ 3,623,998	$ -	$ 3,844,699	$ 937,790	$ 4,078,843	$ -	$ 4,327,244	$ -	$ 70,627,271
Pedestrian Paving	$ 628,334	$ -	$ -	$ -	$ -	$ 1,477,128	$ -	$ -	$ -	$ -	$ 1,712,397	$ -	$ -	$ -	$ -	$ 1,985,136	$ -	$ -	$ -	$ -	$ 2,301,317
Site Development: Fencing, Walls, Signage, Other	$ 24,902	$ -	$ -	$ 1,230,957	$ -	$ 74,946	$ 1,345,098	$ -	$ -	$ 1,469,827	$ 455,461	$ -	$ 1,606,117	$ -	$ -	$ 1,855,770	$ -	$ -	$ 1,917,790	$ -	$ 41,525,020
Site Development: Furnishings	$ 31,888	$ -	$ -	$ -	$ -	$ 215,018	$ -	$ -	$ -	$ -	$ 249,265	$ -	$ -	$ -	$ -	$ 288,967	$ -	$ -	$ 3,157,619	$ -	$ 334,992
Site Development: Playing Fields and Courts	$ 47,736	$ 621,358	$ 2,258,557	$ 659,199	$ 2,396,103	$ 699,344	$ 2,542,026	$ 741,934	$ 2,696,834	$ 787,118	$ 2,861,073	$ 835,054	$ 3,035,311	$ 885,908	$ 3,220,163	$ 939,860	$ 3,416,269	$ 997,098	$ 3,624,322	$ 1,057,821	$ 36,713,852
Site Development: Playgrounds	$ 4,016,694	$ 314,521	$ 648,626	$ 333,676	$ 343,688	$ 2,472,207	$ 364,616	$ 751,935	$ 386,821	$ 398,426	$ 2,865,966	$ 422,691	$ 1,180,233	$ 448,432	$ 461,885	$ 5,008,145	$ 490,015	$ 1,010,540	$ 519,856	$ 535,451	$ 3,851,617
Accessibility	$ 138,510	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Landscaping	$ 14,008	$ -	$ -	$ -	$ -	$ 2,065,832	$ -	$ -	$ -	$ -	$ 2,394,865	$ -	$ -	$ -	$ -	$ 2,776,303	$ -	$ -	$ -	$ -	$ 40,410,904
CIVIL UTILITIES	$ 871,802	$ -	$ -	$ -	$ -	$ 130,253	$ -	$ -	$ -	$ -	$ 150,999	$ -	$ -	$ -	$ -	$ 175,049	$ -	$ -	$ -	$ -	$ 202,929
Above-Ground Stormwater	$ 120,788	$ -	$ -	$ -	$ -	$ 130,253	$ -	$ -	$ -	$ -	$ 150,999	$ -	$ -	$ -	$ -	$ 175,049	$ -	$ -	$ -	$ -	$ 202,929
Underground Utilities	$ 751,014	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
ELECTRICAL	$ 370,278	$ -	$ -	$ -	$ -	$ 40,832	$ -	$ -	$ -	$ -	$ 47,335	$ -	$ -	$ -	$ -	$ 86,284	$ -	$ -	$ -	$ -	$ 63,615
TOTALS	**$ 11,740,206**	**$ 935,879**	**$ 5,603,779**	**$ 2,223,832**	**$ 5,600,609**	**$ 7,175,560**	**$ 9,471,013**	**$ 1,493,869**	**$ 8,620,782**	**$ 2,655,371**	**$ 93,547,557**	**$ 1,257,745**	**$ 12,053,744**	**$ 1,334,340**	**$ 10,293,666**	**$ 14,053,304**	**$ 10,920,551**	**$ 2,007,638**	**$ 16,661,022**	**$ 1,593,272**	**$ 236,694,223**

APPENDIX D – GLOSSARY OF TERMS

APPENDIX D – GLOSSARY OF TERMS

Abbreviated Accessibility: This term is used when referencing needs associated with repair, replacement, or modification of a site system to achieve selected accessibility barrier removal.

ADA: Americans with Disability Act

BOMA: Building Owners and Managers Association

Backlog: Term used to refer to deficiencies for facility components, equipment or whole system that needs to be resolved.

Budgeting: A process and method using and estimate of incoming and expenditure is adjusted to account for operational realities in order to provide for the cost of maintaining facilities. Traditional budgeting issues may include anticipated needs, organizational growth, the acquisition of new assets, operations and maintenance, deferred maintenance and insurance.

Building: An enclosed and roofed structure that can be traversed without exiting to the exterior.

CapitalRenewal: Projected or future replacements (excluding suitability and energy audit work) that include the replacement of park systems or elements that have or will reach the end of their life cycle in the future.

Capital/ CapitalPlanning: Process of planning expenditures on assets whose cash flows are expected to extend beyond one year. The planning takes into consideration the funding available, the firm's priorities and the anticipated return on investment. Capital planning considers a broad range of financial considerations (such as the cost of capital, organizational risk, and return on investment…), over an extended timeline so as to more effectively predict and manage the fiscal requirements of a real estate portfolio.

CalculatedNext Renewal: The year a system or element would be expected to expire, based solely on the date it was installed and the expected service life of the system.

Condition: Condition referred to the state of physical fitness or readiness of a facility, system or systemic element for its intended use.

Cost Model: Parametric equations used to quantify the condition of building systems and estimate the cost necessary to sustain a facility over a given set of reporting periods. These estimated costs can be presented over a timeline to represent a capital renewal schedule.

Current Replacement Value (CRV): CRV is a standard industry cost estimate of materials, supplies and labor requires to replace facility at existing size and functional capability. Please note that the terms Park Replacement Value and Current Replacement Value have the same meaning in the context of determining Facility Condition Index.

Deferred Maintenanceor MaintenanceBacklog: Is condition work (excluding suitability and energy audit needs) deferred on a planned or unplanned basis to a future budget cycle or postponed until finds are available.

Deficiency: A deficiency described a condition in which there exists the need to repair a park system or component that is damaged, missing, inadequate or insufficient for on intended purpose.

Element: Major components that compromise park systems.

Facility: A facility refers to site(s), building(s), or building addition(s) or combinations thereof that provide a particular service or support of an educational purpose.

Facility Condition Index (FCI): FCI is an industry-standard measurement of a facility's condition that is the ratio of the cost to correct a facility's backlog requirements to the Park Replacement Value of the facilities – the higher the FCI, the poorer the condition of the facility. After an FCI is established for all facilities within a portfolio, a facility's condition can be ranked relative to

other facilities, The FCI may also represent the condition of a portfolio based on the cumulative FCI of the portfolio's facilities.

Gross Square Feet (GSF): The size of a park within the defined property boundary in square feet.

Hard or Direct Costs: Direct costs incurred in relation to as specific construction project. Hard costs may include labor, materials, equipment, etc.

Inflation: The trend of increasing prices from one year to the next, representing the rate at which the real value of an investment is eroded and the loss in spending power over time.

Interest: The charge for the privilege of borrowing money, typically expressed as an annual percentage rate and commonly calculated using simple or compound interest calculations.

Life Cycle: The period of time that a system or element can be expected to adequately serve its intended function.

Maintenance: Work necessary to realize the originally anticipated life of a fixed asset, including buildings, fixed equipment and infrastructure. Maintenance is preventative, whereas repairs are curative.

NACUBO: Refers to the National Association of College and University Business Officers (NACUBO). NACUBO published their version and method for calculating the Facility Condition Index (FCI) in 1991 which is widely recognized and a means of measuring facility condition.

Next Renewal: The assessor adjusted expected useful life of a system or element as a result of on-site inspection.

Nominal Value: A value expressed in monetary terms for a specific year or years, without adjusting for inflation – also known as face value or par value.

Operations: Activities related to normal performance of the functions for which a building Is used (e.g., utilities, janitorial services waste treatment).

O&M: Operations and Maintenance

Park Amenity Assessment (PAA): The process of performing a physical evaluation of the condition of a facility and its systems.

Park Condition Index (PCI): Revised Facility Condition Index (FCI); the PCI includes developed areas of parks included with the assessments. Costs for the PCI include site roadways, parking lots, playing fields and courts, playgrounds, above-ground storm drainage structures, landscaping, and other miscellaneous items identified within the developed park areas.

Park Replacement Value (PRV): Cost to design and construct a notional facility to current standards to replace an existing facility at the same location.

Present Value (PV): The current worth of a future sum of money or stream of cash flows given a specified rate of return. Future cash flows are discounted at a client specified discount rate.

Reliability Level: Reliability levels are used to determine and categorize the importance and priority of park systems.

Repairs: Work to restore damages or worn-out facilities to normal operating condition. Repairs are curative, whereas maintenance is preventative.

Replacements: An exchange of one fixed asset for another that has the same capacity to perform the same function. In contrast to repair, replacement generally involves a complete identifiable item of reinvestment (e.g., a major building component or subsystem).

Return on Investment (ROI): ROI is a financial indicator used to evaluate the performance of an investment as a means to compare benefit.

Rough Order of Magnitude (ROM): ROM cost estimated are the most basic of cost estimate classifications.

RS Means: An independent third party provider of building industry construction cost data.

Site: A facility's grounds and its utilities, roadways, landscaping, fencing and other typical land improvements needed to support the facility.

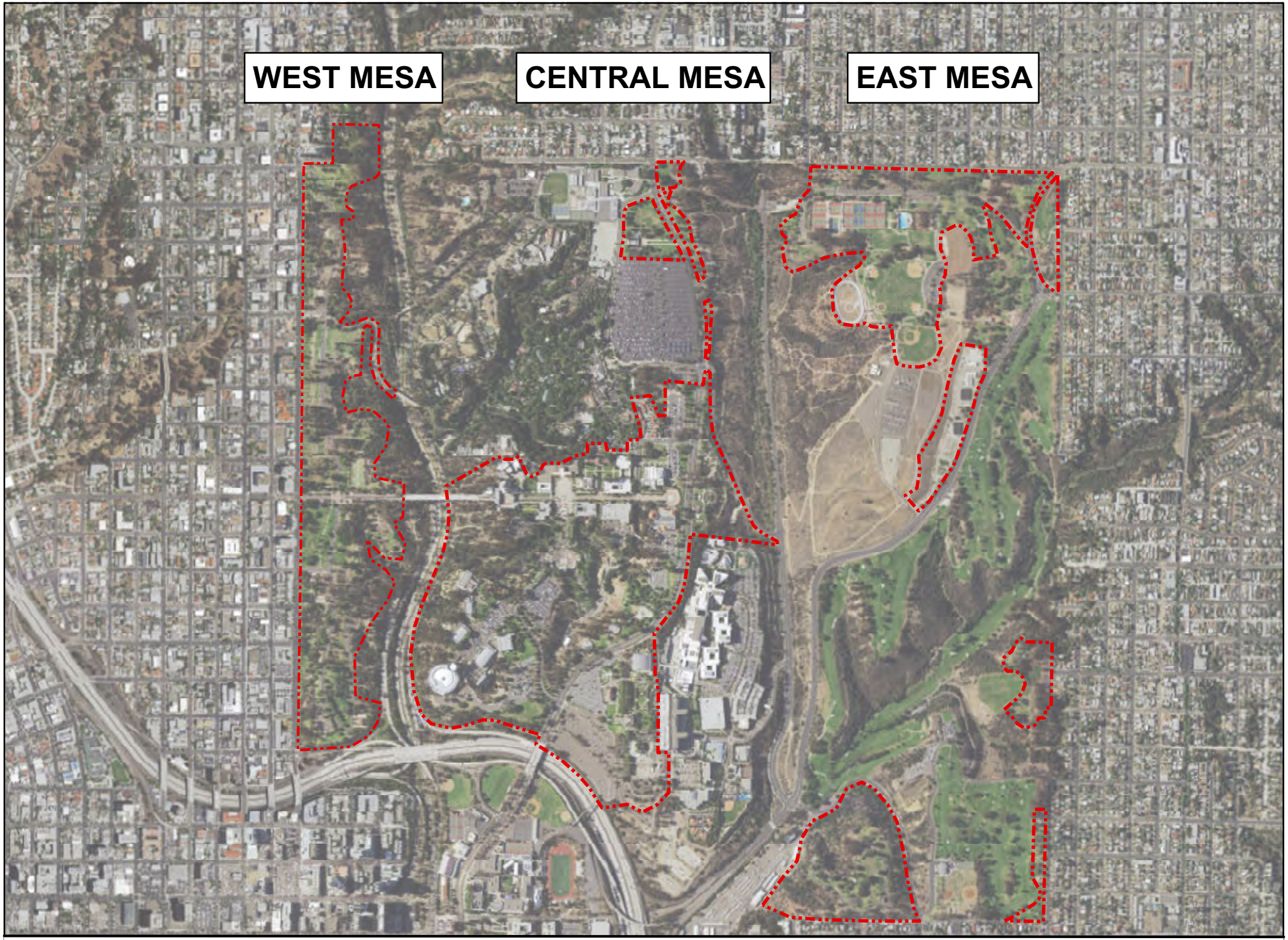
Soft Costs: Indirect costs incurred in addition to the direct construction cost. Soft costs may include professional services, financing, taxes, etc.

System: System refers to building and related site work elements as described by ASTM Uniformat II, Classification for Building Elements (E1557-97), and a format for classifying major facility elements common to most buildings. Elements usually perform a given function, regardless of the design specification, construction method or materials used. See also, "Uniformat II".

Uniformat II: Uniformat II (commonly referred to simply as Uniformat), is ATSM Uniformat II, Classification for Building Elements (E1557-97) – A methodology for classifying major facility components common to most buildings.

Year Built: The year that a park was originally built, based on substantial completion.

APPENDIX E – MAP OF ASSESSMENTAREAS


WEST MESA
CENTRAL MESA
EAST MESA
0 500 1,000 2,000
Feet
Assessment Areas
BALBOA PARK

City of San Diego

Park Amenity Assessment:
CUMULATIVE REPORT

June 30, 2016

KITCHELL | CJ ROBERTS INC ENGINEERING DIVISION | BENSON & BOHL ARCHITECTS

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INTRODUCTION

In 2014 & 2015, the City of San Diego Park and Recreation Department (City) selected Kitchell CEM to perform Park Amenity Assessments (PAA's) and abbreviated accessibility assessments for seventy five (75) parks located within the Greater San Diego area. This report is a comprehensive summary report on the developed systems of the 75 parks assessed in fiscal year (FY) 2014 and 2015.

The PAA's at the parks included the following assessments:

Adobe Bluffs Neighborhood Park

- Detailed Visual Assessments. The assessment included major park facilities and systems including (as applicable) site parking lots, site roadways, pedestrian walkways, playgrounds, sports fields, play courts, landscaping, above-ground storm water items (e.g. concrete drainage ditches), and other miscellaneous items identified visually on-site. The assessment did not include buildings, comfort stations, structures, underground utilities, or land value estimations. The assessment was based upon the condition of the facilities "as-is"; no recommendations were made for additional site improvements or enhancements.
- Abbreviated Accessibility Assessments. The abbreviated accessibility assessments were performed to determine the condition or existence of accessibility features, and whether major park areas were accessible (e.g. ramps provided, accessible parking stalls and pathways, etc.). The assessment did not include any buildings or major structures, nor did it include any underground utilities. This assessment was also based upon the condition of the facilities "as-is"; no recommendations were made for additional site improvements or enhancements, with the exception of items related to disabled accessibility.

The overall primary goal of this project was to identify the current park-related maintenance and capital backlogs, and also to forecast anticipated future capital renewals for site systems. Other work to achieve this goal included the research and review of available as-built drawings, general development plans and other available information from the City staff. The information contained within this report and the individual park amenity assessments will be used to assist City staff in planning for park maintenance and capital renewal, for both current backlogs (for FY-2016) and future park concerns (for the next 20 years).

City Heights Community Park

Park assessments began in May 2014 and continued through April 2015. The 75 parks assessed comprised a total of 36,432,998 gross square feet (836 gross acres). This area represents the identified developed areas of the parks (including hardscape, landscape, and park amenities), and does not include buildings, structures, underground utilities, or open land areas beyond developed park areas.

During the course of the assessments and subsequent analysis, the team identified an estimated total of $109,769,495 in maintenance and capital backlog items. Of this amount, $32,933,379 was identified as maintenance backlog and $76,836,117 as capital backlog. The backlogs are based on each park system's overall condition, age, and stipulations for replacement. The total plant replacement value (PRV) of the developed areas for the 75 parks is estimated at $667,100,915.

Golden Hill Community Park

A condition index rating was determined by the City of San Diego and in turn was developed into a Park Condition Index (PCI) for established park areas only, excluding the systems described above. The 75 parks assessed received an average PCI rating of 16, indicating that the facilities are in an overall "Good" condition. Of these 75 facilities, 47 received a rating of "Good" (PCI 0-20), 12 received a rating of "Fair" (PCI 21-29), and 16 received a rating of "Poor" (PCI 30 or greater). The PCI formula and a summary table on condition findings by park type (Community and Neighborhood Parks) for the 75 parks assessed is shown below.

$$PCI = \frac{\text{Cost of Repairs for Assessed Systems}}{\text{Current Replacement Value of Assessed Systems}}$$

Asset Function	# Facilities Assessed	Gross Square Footage (GSF)	Maintenance Backlog (FY-2016)	Capital Backlog (FY-2016)	Total Backlog (FY-2016)	Plant Replacement Value (PRV) (FY-2016)	Avg. PCI	# of Facilities with PCI of Good	# of Facilities with PCI of Fair	# of Facilities with PCI of Poor
Community	39	25,540,076	$26,625,032	$49,633,342	$76,258,373	$504,423,462	15	28	8	3
Neighborhood	36	10,892,922	$6,308,347	$27,202,775	$33,511,122	$162,677,452	21	19	4	13
Total	**75**	**36,432,998**	**$32,933,379**	**$76,836,117**	**$109,769,495**	**$667,100,915**	**16**	**47**	**12**	**16**

In addition to the current maintenance and capital backlogs shown in the table above, the assessment team reviewed future projected capital renewal forecasts for a 20-year period following FY-2016. The team identified an estimated total of $786,694,801 for park systems and elements that would either reach the end of their expected life cycles during this period, or would require significant maintenance (beyond the scope of normal City maintenance staff work).

Additional information regarding the assessments and details about the figures and findings is contained within this report, the report appendices, and the individual park amenity assessment reports for each of the 75 assessed parks.

PARK AMENITY ASSESSMENTS

Park Amenity Assessments (PAA's) are conducted to determine deferred maintenance items for a given facility or grouping of facilities. In the PAA, the assessing team will identify any maintenance, repair, or capital replacement items that have not been reported or addressed through the City's routine work order processes, and to address any maintenance items that have been properlyreported, but for some reason have not been resolved. The main objective of a PAA is to determine the overall condition of a facility or group of facilities.

Nobel Athletic Area

Items identified through a PAA are generally categorized into the following:

(1) Backlog. Backlog consists of items related to regular maintenance, repair, or capital replacement work that was not performed when recommended or scheduled, possibly due to lack of funds or personnel to perform the maintenance. Backlog also includes items related to maintenance and repair that may have been previously unknown, but were also not addressed. These items were therefore deferred for a future period. These items should be addressed in the City's upcoming budget cycle, typically within a time period of 1 to 5 years depending on the priority and applicability to the mission of the facility. Deferred Maintenance items are typically included within the Facility Cost Index (FCI) for each facility.

(2) Projected Capital Renewal. These items consist of projected future needs for facility systems throughout the projected life cycle of the system. The projected needs include identification of costs associated with the systems as they reach the end of life (or in some cases, obsolescence), including regular scheduled maintenance, and replacement when required. Projected Capital Items are typically not included within the FCI for each facility.

The individual park amenity assessment reports provide descriptions and cost estimates for the maintenance, repair, and capital replacement backlogs for each park and major systems. The information provided in the reports will assist the City with the following:

- Identifying the condition of the overall parks, as well as major systems within the parks.
- Identifying which parks may have systems or elements that would be deemed unsafe, or can no longer support the mission of the park where located (or community, if the parks are part of a joint use program).
- Identifying requirements to bring the park systems up to current standards, especially with regards to accessibility.

Carmel Creek Neighborhood Park

- Determining the estimated costs to address the currentmaintenance and capital backlogs, as well as the most critical items to be addressed by park system.

- Deciding whether to continue repairing a park system, or provide replacement of the system.
- Preparing budget and funding approaches for the next 20 years of projected costs.
- Identifying opportunities for optimizing funding via economies of scale (e.g. grouping a series of maintenance / renewal items together to get better contract pricing).

APPROACH

To begin the park amenity assessments, Kitchell first met with the City to determine the full scope of items to be assessed at each park. The nature of the assessments was "visual observation", i.e. only visually observable items would be assessed, with no destructive testing or in-depth analysis. Additionally, only the areas that fall under the authority of the Parks and Recreation Department were assessed, within the park boundaries. For example, if a park had no dedicated parking but was adjacent to on-street parking outside of the park boundary, the on-street parking was not included in the assessment. The scope of the items to be assessed was grouped in categories organized by Uniformat II categories and classifications, according to the following:

Ward Canyon Neighborhood Park

- On-Site Roadways
- On-Site Parking Lots
- Pedestrian Walkways
- Playing Fields and Courts
- Site Development items, such as Furnishings, Fencing, Walls, Signage, and other miscellaneous items
- Landscaping
- Above-Ground Stormwater

Other items specifically excluded from the assessment, either due to not being "visually observable", or requiring specialty assessment procedures (e.g. video for underground gravity utility piping), are listed below:

- Buildings (included as part of the General Fund Assessment)
- Comfort Stations (included as part of the General Fund Assessment)
- Other Structures (included as part of the General Fund Assessment)
- Underground utilities, including irrigation systems
- Land Value Estimation

In order to prepare for the park amenity assessments, Kitchell began with a review of available information provided by the City for each park. The available information consisted of Google Earth files showing the approximate site boundaries, aerial photos of each site, the General Development Plan (GDP) for each site, limited as-built drawings and storm drainage inlet maps, and playground photos.

Kitchell also prepared a site checklist in accordance with the scope items required by the City. The checklist identified potential system deficiencies to be checked by the field assessment teams, and was also

organized according to Uniformat II categories and classifications. Kitchell provided this checklist to the City for review; following the review, minor adjustments were made to the list and organization of the data collected. The checklist was approved for use for all 75 of the park assessments.

Serra Mesa Community Park

Prior to the start of the site assessments, Kitchell conducted a kick-off meeting with the subconsultants and City staff. The purpose of the meeting was to discuss the following:

- Project goals, objectives, and scope.
- Assessment expectations, including systems included in the assessment, use of Kitchell-prepared checklists to identify deficiencies and maintenance items, and photography.
- Parks assignment among the three assessment teams and schedule for completion.

The process used to assess the parks was as follows:

- Review all available park data from the City for the parks to be assessed.
- Prepare site maps for each park to calculate the total area related to each major park system, including roadways, parking lots, etc. for calculation of each park's Plant Replacement Value (PRV). Maps were based on the latest Google Earth images for the parks.
- Visually assess and photograph the facilities to determine the overall physical condition of the existing systems, and prepare deficiency reports and cost estimates. Assessment also included taking site measurements where necessary to quantify observed deficiencies (e.g. square footage of broken concrete paving, etc.).

Based on site observations, the majority of deficiencies noted during the assessments related to deferred maintenance and repairs, some of which have sufficient deterioration which could lead to full replacement or renewal. The following guidelines were used to determine if a deficiency would be classified as a maintenance or capital backlog item:

- Review as to whether the identified deficiency relates to the structural integrity of a system. (For example, minor repairs to asphalt, such as slurry sealing, would fall under the maintenance category; further repairs such as full replacement or improvements required for pavement integrity would fall into the capital category.)
- Review of the quantity of the deficiency within a system, and associated cost. (For example, a small area pavement replacement may be considered a routine maintenance item; larger pavement replacement may go beyond budgeted maintenance funds, and require separate capital renewal funding.)

Highland Ranch Neighborhood Park

After the items were categorized into maintenance and capital backlog categories, the items were further prioritized according to the following categories:

- Priority #1: Critical. Items included in this category require immediate action to stop accelerated deterioration or correct a hazard (e.g. pavement trip hazards, etc.).
- Priority #2: Potentially Critical. Items included in this category were not deemed to require immediate action, but are due for action within a year to correct situations such as rapid deterioration (e.g. structural failure of pavements such as "alligator cracking" or potholes, etc.).
- Priority #3: Necessary. Items included in this category require appropriate attention to address predictable future deterioration or potential future higher costs if deferred further.
- Priority #4: Recommended. Items included in this category represent recommended improvements and maintenance for serviceability of existing site systems, and identified to prevent future damage.
- Priority #5: Other. Items included in this category represent improvements identified to bring identified accessibility items up to current codes. This priority does not include major renovations and/or redesign of identified accessible routes, or the construction of new accessible routes to park facilities (where no accessible route could be identified).

Kitchell's estimating team reviewed each park checklist, with identified deficiencies, maintenance items, and site take-off quantities. The estimators assigned costs to each item using the latest R.S. Means Construction Cost Data, and included hard costs, City Cost Index (CCI) adjustments for San Diego, soft costs for design and implementation of repairs, and estimating contingencies. The cost estimates for FY 2015 for each park are included in the individual park amenity assessment reports.

Westview Neighborhood Park

The Facility Condition Index (FCI) Standard

As a part of the assessments, a Facility Condition Index (FCI) was required for each park analysis. The FCI is defined by the National Association of College and University Business Officers (NACUBO) as the ratio of the Cost of Repairs (Deferred Maintenance, or DM) divided by the Current Replacement Value (CRV) of a facility. This standard calculation quantitatively rates the physical condition of the facility or group of facilities, and is a generally accepted industry standard. The ratio is typically expressed as the following:

$$FCI = \frac{\text{Cost of Repairs (DM)}}{\text{Current Replacement Value (CRV)}}$$

Based upon the scope for the park assessments, a typical FCI could not be calculated for an entire park site, as it would include items not included in the assessment scope (such as buildings, major structures, underground utilities, and assessor's land values), which would normally be included in the full current replacement value. Instead, an abbreviated FCI value, Park Condition Index (PCI), was calculated for each park site. This PCI calculation utilizes the cost of both maintenance and capital backlog as well as the term Plant Replacement Value (PRV) in place of Current Replacement Value (CRV). This new PCI ratio is expressed as the following:

Kearny Mesa Neighborhood Park

$$PCI = \frac{\text{Cost of Maintenance Backlog + Cost of Capital Backlog}}{\text{Plant Replacement Value (PRV)}}$$

The PCI ranges for Good (PCI 20 or less), Fair (PCI 21-29) and Poor (PCI 30 or greater) are designated by the City of San Diego staff. (The PCI numbers are multiplied by 100 to provide whole values for City planning purposes). PCI values for each category are as follows:

- Good: PCI = 20 or less
- Fair: PCI = 21 to 29
- Poor: PCI = 30 or greater

Typically, costs for deficiencies identified during assessments are scheduled and budgeted for correction within a one to five year time frame, based on funding availability. For the purpose of this assessment, rather than spread out costs over a given period, all observed deficiency costs were grouped into FY-2016. This was done for two reasons. First, based upon site observations, the majority of deficiencies noted related to deferred maintenance items, which in some cases had been deferred past the point of the life of the system. Second, all current costs should be included in order to increase the accuracy of the PCI, for a more accurate depiction of the physical condition of the facility's assessed systems.

Repairing or Renewing a Facilitywersus Replacing a Facility

In general, for buildings, the industry standard trends toward recommending replacement for a facility when the cost of identified repairs is between 50 to 70 percent of its replacement value (which translates to an FCI of 50% to 70%). This approach may be verified depending on the age of the building, the functionality, size, or location; a building falling within this range may not necessarily require replacement.

Unlike buildings, where major systems are heavily reliant upon each other and may require replacement of portions of other systems to ensure full functionality (e.g. replacement of roofing in addition to HVAC

equipment located on the roof), a majority of park systems can be addressed as individual, separate components. A higher PCI value (and thus higher cost of repairs) may not necessarily require the full replacement of the park, since the park PCI may be heavily driven by one particular system. For example, in the majority of the parks, the playgrounds were sufficiently obsolete and require full replacement. A park PCI may be within the "Fair" to "Good" range without including the cost of replacing the playground, but may drop to the "Poor" range once the playground is added. Therefore, when evaluating whether a park should be repaired or replaced, the following should be considered:

- Review of the individual park systems to determine if the PCI is being driven by one or more categories that can be individually replaced, to maintain the mission of the park and the critical systems.
- Review of available funding and restrictions on the funding.
- Overall size, function, design, layout, and usage of the park (including joint usage) of both the park and its individual components.
- Availability of other park facilities within the local area which can support the public demand for park space while another is repaired or replaced.

San Ysidro Community Park

Deficiency Cost Estimates

The cost estimates, the backlog of maintenance, and capital backlogs identified in the facility assessment reports were prepared by Kitchell's estimating department using data from real-time, field-verified construction estimates. The estimates include applicable direct cost and City Cost Index (CCI) adjustments for performing the work, and additional adjustments requested by the City to bring direct costs in line with the City's historical costs for work. Also included are soft costs the City typically applies to administer, design, manage, regulate, and execute the work performed on the facilities. The soft factor used for the FY-2016 assessment was set at 1.50 for the purpose of determining the maintenance and capital renewal deficiency cost estimates.

Plant Replacement Value (PRV)

Marcy Neighborhood Park

As a part of the park analysis, Kitchell also prepared Plant Replacement Values (PRV's) for each individual park's developed areas. The Plant Replacement Value (PRV) is also known as the Current Replacement Value (CRV) in the PCI standard developed previously in this document. As noted previously, this value includes only the items included within the scope developed with the City, and excludes items such as structures, buildings, and land value estimations.

Based upon the observations at each park, Kitchell's estimating team developed per-square-foot costs for each of the major park systems, as included with Uniformat II categories and classifications. The per-square-foot costs developed were taken as an average across all 75 parks included in this assessment alone. For example, the development of a per-square-foot cost for site parking lots included costs for asphalt pavement, concrete pavement, curbs and gutters, and landscaping. Since the majority of parking lots within the assessment had asphalt pavement, the major portion of the per-square-foot cost includes installation of asphalt pavement sections to support vehicular traffic. Should future assessments determine that the majority of parking lots are concrete pavement, the cost will be adjusted accordingly.

In order to estimate the replacement value for the park developed areas, Kitchell prepared site maps of each park based upon the latest Google Earth images. The identified areas (parking lots, walkways, etc.) were compared against all available resources, including City as-built documentation, General Development Plans, and park boundary maps. Additionally, the assessment teams reviewed each map to field verify the site areas identified, and make minor corrections based upon site observations.

For the parks included in this assessment, 36,432,998 gross square feet (836 gross acres) were assessed. The Plant Replacement Value (PRV) for the developed areas for the 75 parks assessed is $667,100,915. Individual park PRV's are included in the park amenity assessment reports for each park.

OTHER ASSESSMENTS

Abbreviated Accessibility Assessments

In addition to the condition assessment, all parks included in this assessment received an abbreviated accessibility assessment. This assessment was performed by the condition assessment team and was designed to assist in identifying readily achievable accessibility needs within park. The estimated cost of readily achievable accessibility items is $5,400,773. Individual accessibility deficiencies can be found in the park amenity assessment reports.

THE ASSESSMENT TEAM

Field assessment, data entry and report preparations began in May 2014 and were completed in April 2015. The assessment teams were assigned to complete the work, with a minimum of one team member assigned to assess and evaluate civil site systems (hardscape, landscape, etc.) and a minimum of one team member assigned to evaluate site accessibility and architectural items.

The assessment teams were assigned as follows:

Team #1:

- Kitchell – Matt Johnson, Civil Engineer
- Benson and Bohl – Eric Rosendahl, Architect

Team #2:

- Kitchell – Brad Schultz, Architect
- CJ Roberts – Soloman Abraham, Engineer

Team #3:

- Kitchell –Cynthia Harkness, Civil Engineer
- Benson and Bohl – Eric Rosendahl, Architect

Jerebek Neighborhood Park

Additional team members from Kitchell included:

- Heather Brown, Project Manager
- Wendy Cohen, Regional Executive
- Tim Prechel, Estimator
- Jay Prechel, Estimator

The field assessment teams were also supported by the following City personnel:

- City of San Diego: Leigh Ann Sutton, P.E., Associate Engineer and Project Lead, who coordinated and guided the overall assessment effort from the City's side and provided leadership and insight to the City's project goals and objectives. Leigh Ann ensured the project team was provided resources needed by the project team. This included coordinating assess to available City contacts and information such as previous studies and drawings and kept the project team on track and on task throughout the project.

- City of San Diego: Jim Winter, Project Officer, who coordinated available documentation and resources for the assessment teams (including as-builts, maps, and general park information), and provided extensive support for the teams during the assessment and subsequent analysis.

CITY OF SAN DIEGO ASSESSMENTFINDINGS

BACKGROUND

The City oversees, manages and maintains 286 parks within the Greater San Diego area, with various sizes, facilities, and systems. As trustees and stewards of these properties, the City is responsible for the day-to-day operations and maintenance of the parks. Unfortunately, due to limited resources, the park facilities have accrued a backlog of maintenance and capital renewal items that should be addressed to ensure that the parks continue to fulfill their mission to the City, and that the City can continue to provide parks resources to meet the public's demands. With this assessment project, the City has begun the process of evaluating the current conditions of these valuable resources, and determining the items requiring corrective actions of maintenance, repairs, or replacement. The results and findings contained in this report, and in the individual facility reports, are intended to provide the City with the information about the current condition of the facilities and those components and systems where maintenance, repair, or replacement may have been deferred. In addition, a twenty (20) year forecast of system capital renewal schedule was prepared for each park area.

Dusty Rhodes Neighborhood Park

The Facilities- Summary of Results and Findings

The 75 parks assessed comprised a total of 36,432,998 gross square feet (836 gross acres). This area represents the identified developed areas of the parks (including hardscape, landscape, and park amenities), and does not include buildings, structures, underground utilities, or open land areas beyond developed park areas. The team identified an estimated total of $109,769,495 in maintenance and capital backlog items. Of this amount, $32,933,379 was identified as maintenance backlog and $76,836,117 as capital backlog. The backlogs are based on each park system's overall condition, age, and specifications for replacement.

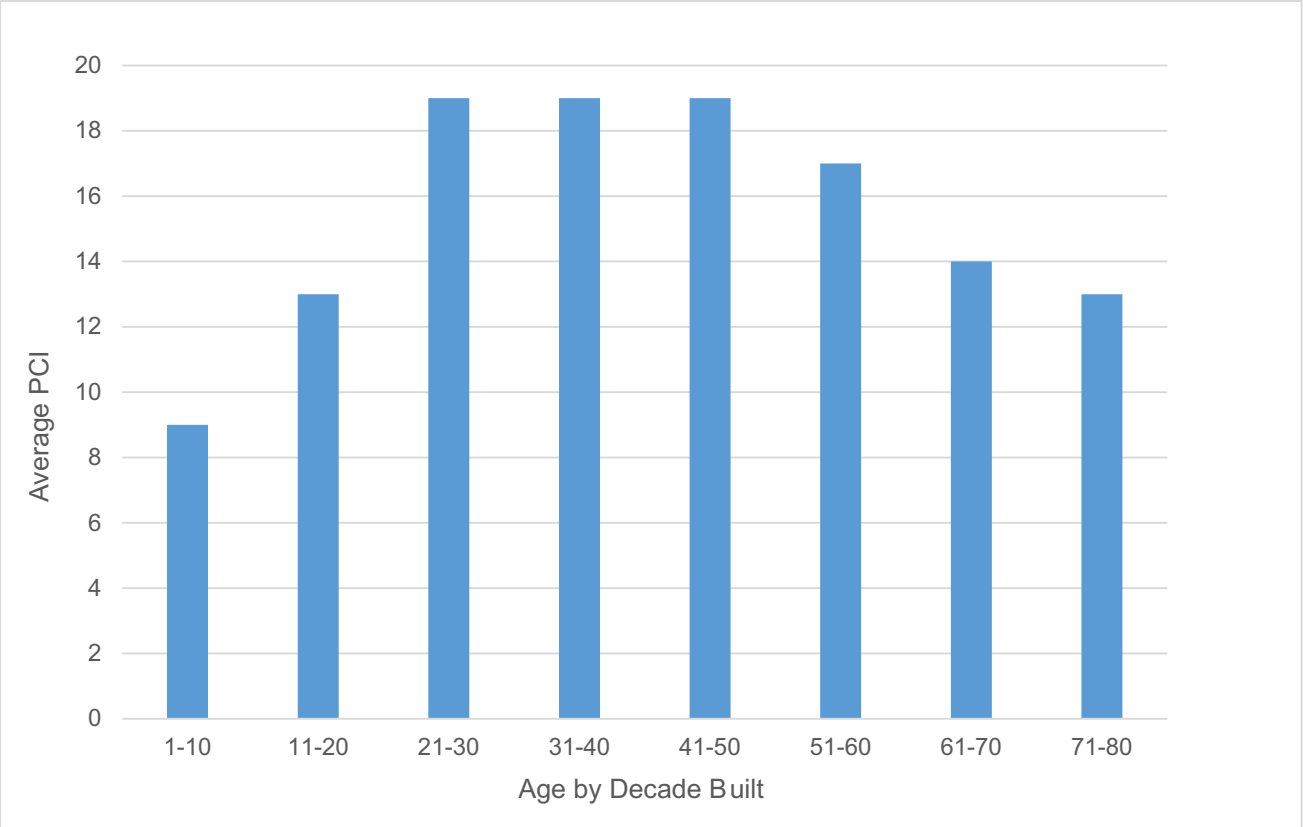
Assessment Finding by Facility Age

The following table and figure illustrate the average PCI for the parks based on the facility age (Decade Built). With some limited variations, the year used to determine the park age was either provided directly by the City, or was taken as the "Initial Development" year listed on the park GDP. Overall, the average PCI for parks grouped by decade fell within the "Good" range (PCI 0-20).

Table 1. Average Park Condition Index by Park Age – All Parks

Age Range By Decade	Number of Facilities	Total Backlog	Plant Replacement Value (PRV)	Avg. Park Condition Index (PCI)
1-10	1	$1,946,382	$21,260,650	9
11-20	12	$10,558,913	$79,141,760	13
21-30	14	$19,795,786	$106,618,891	19
31-40	10	$12,532,458	$67,353,760	19
41-50	23	$32,797,290	$170,931,465	19
51-60	6	$6,682,114	$38,598,655	17
61-70	8	$19,305,698	$136,224,376	14
71-80	1	$6,150,856	$46,971,357	13
Totals	**75**	**$109,769,495**	**$667,100,915**	**16**

Figure 1. Average Park Condition Index by Park Age – All Parks



Maintenance & Capital Backlog by Park System

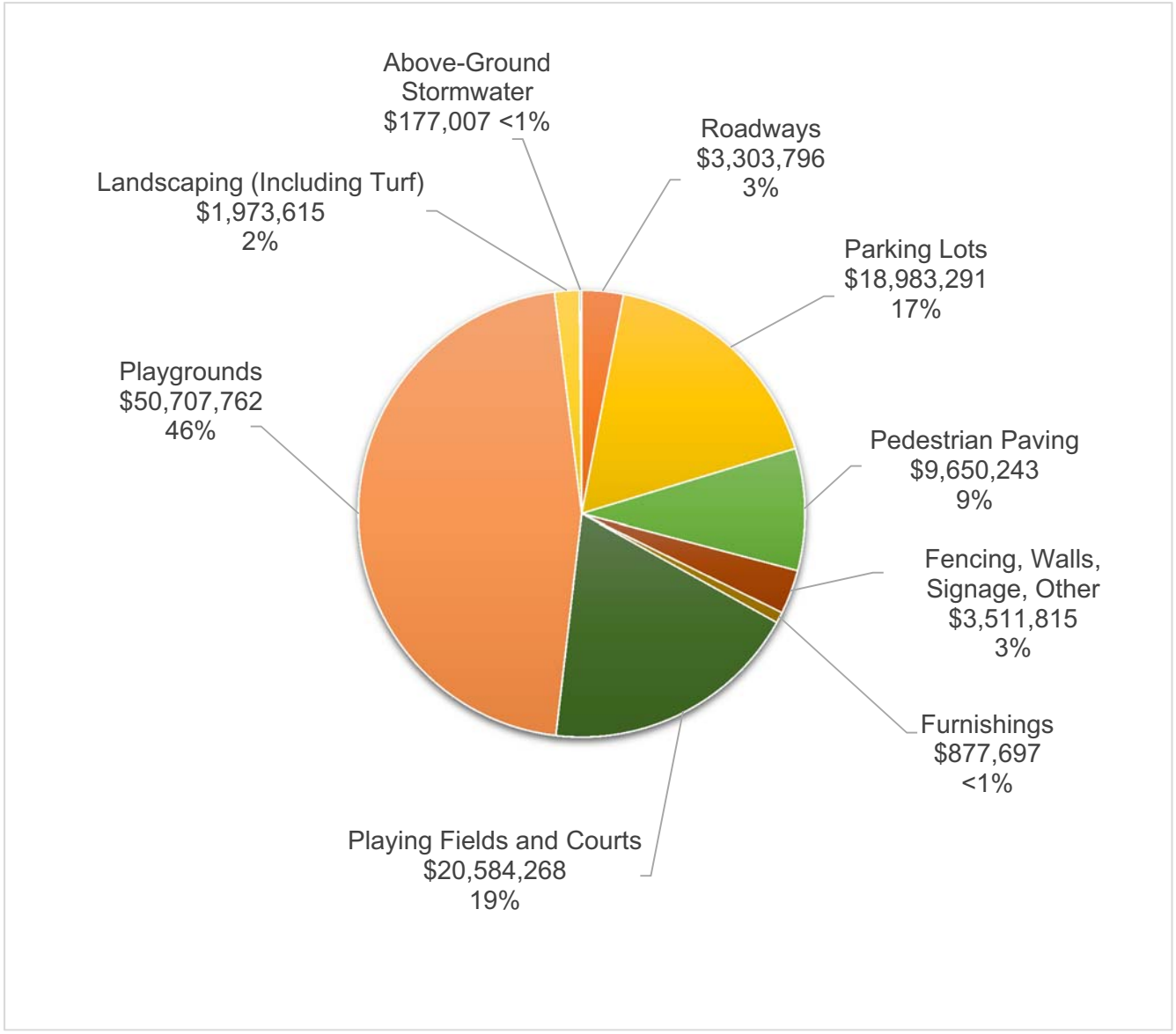
The following table and figure illustrate the maintenance and capital backlog totals for the assessed parks by **Park System**. The table and chart shows each major park system assessed. Of interest to note is that the highest backlog costs were for playgrounds, followed by parking lots. Overall, the majority of the playgrounds observed had exceeded their useful life, and/or required upgrades to meet current code requirements for accessibility.

Table 2. Total Backlog by Park Systems – All Parks

System	Total Maintenance& Capital Backlog
Roadways	$3,303,796
Parking Lots	$18,983,291
Pedestrian Paving	$9,650,243
Fencing, Walls, Signage, Other	$3,511,815
Furnishings	$877,697
Playing Fields And Courts	$20,857,268
Playgrounds	$50,707,762
Landscaping (Including Turf)	$1,973,615
Above-Ground Stormwater	$177,007
Total	**$109,769,495**

Figure 2. Total Backlog by Park Systems – All Parks

Total Backlog by Park Systems – $ 109,769,495



Maintenance & Capital Backlog by Reliability Level

To effectively address and manage the total maintenance and capital backlogs, the estimated costs for maintenance and capital backlogs have been categorized into three system **Reliability Levels**. The three reliability levels that were analyzed for the assessments are described and defined below.

Azalea Community Park

- **Level 1 Operations Impacts**
  Level 1 Operations Impacts represent systems that can lead partial or full shut-downs of the facility if the systems are allowed to exceed the end of their useful life or are not properly maintained. This would include playgrounds, playing courts and fields, and pedestrian walkway areas.

- **Level 2 Deterioration**
  Level 2 Deterioration represents systems that will shorten the life of the asset and cause deterioration to other systems if allowed to exceed the end of their useful life or are not properly maintained. This would include parking lots, roadways and above-ground stormwater.

- **Level 3 Appearance**
  Level 3 Appearance represents systems that provide the appearance and quality of the facility. This would include systems such as landscaping, signage, fencing and park furnishings (picnic tables, benches, etc.)

The following tables and charts reveal the findings total maintenance and capital backlogs for both Community and Neighborhood parks. To achieve optimum service reliability for the park systems, it is important to first address the Level 1 Operations Impacts followed by Level 2 Deterioration to ensure reliability of the Park facilities.

Table 3. Facility Maintenance& Capital Backlog by Reliability Level – Community Parks

Level 1 Operations Total	Level 2 Deterioration Total	Level 3 Appearance Total	Total Backlog
$53,665,815	$18,288,155	$4,034,403	$76,258,373

Table 4. Facility Maintenance& Capital Backlog by Reliability – Neighborhood Parks

Level 1 Operations Total	Level 2 Deterioration Total	Level 3 Appearance Total	Total Backlog
$27,272,574	$4,175,940	$2,062,608	$33,511,122

Figure 3. Facility Maintenance& Capital Backlog by Reliability Levels – Community Parks

Total Maintenance& Capital Backlog by Reliability Levels – Community Parks:

$ 76,258,373

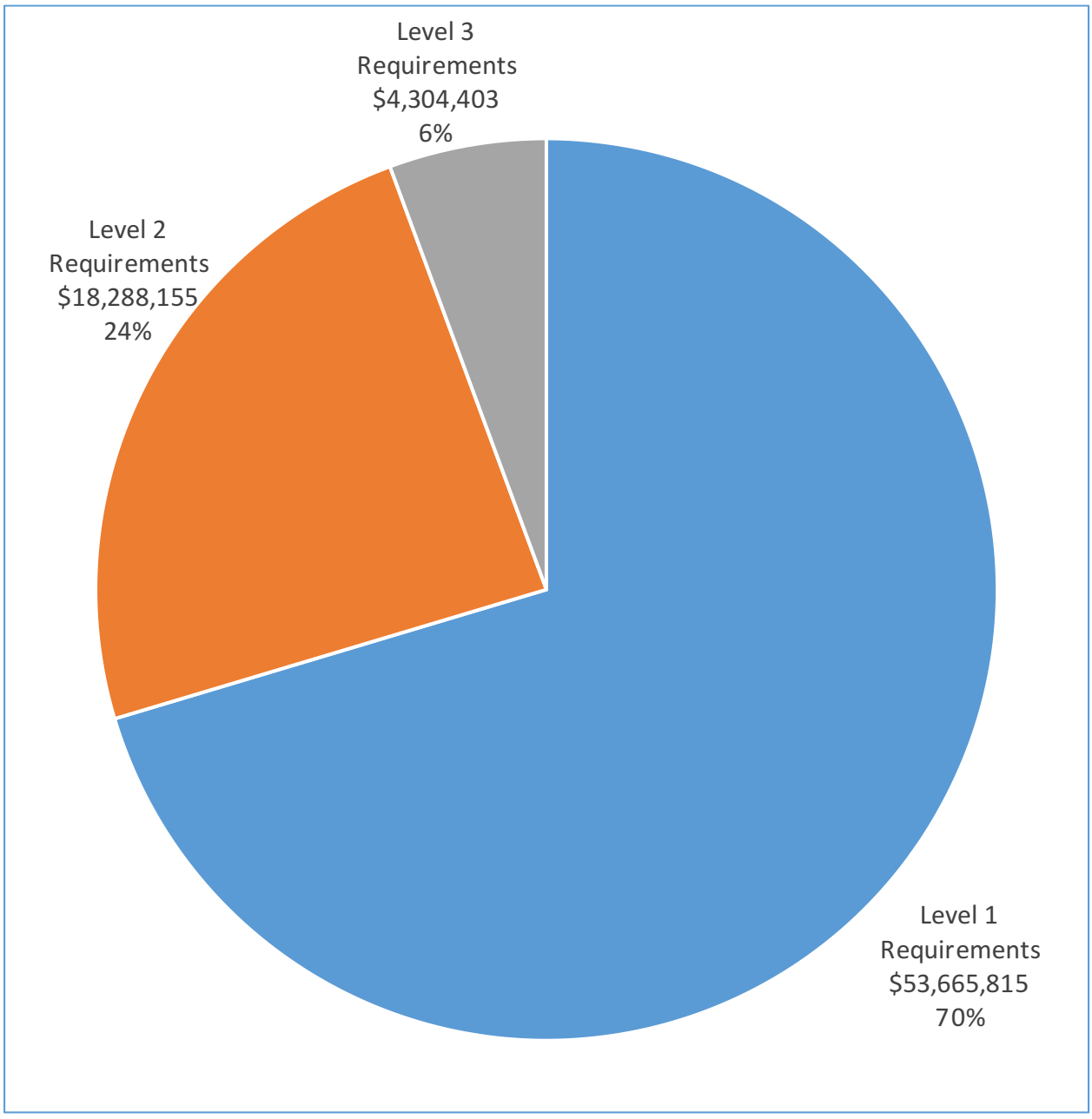
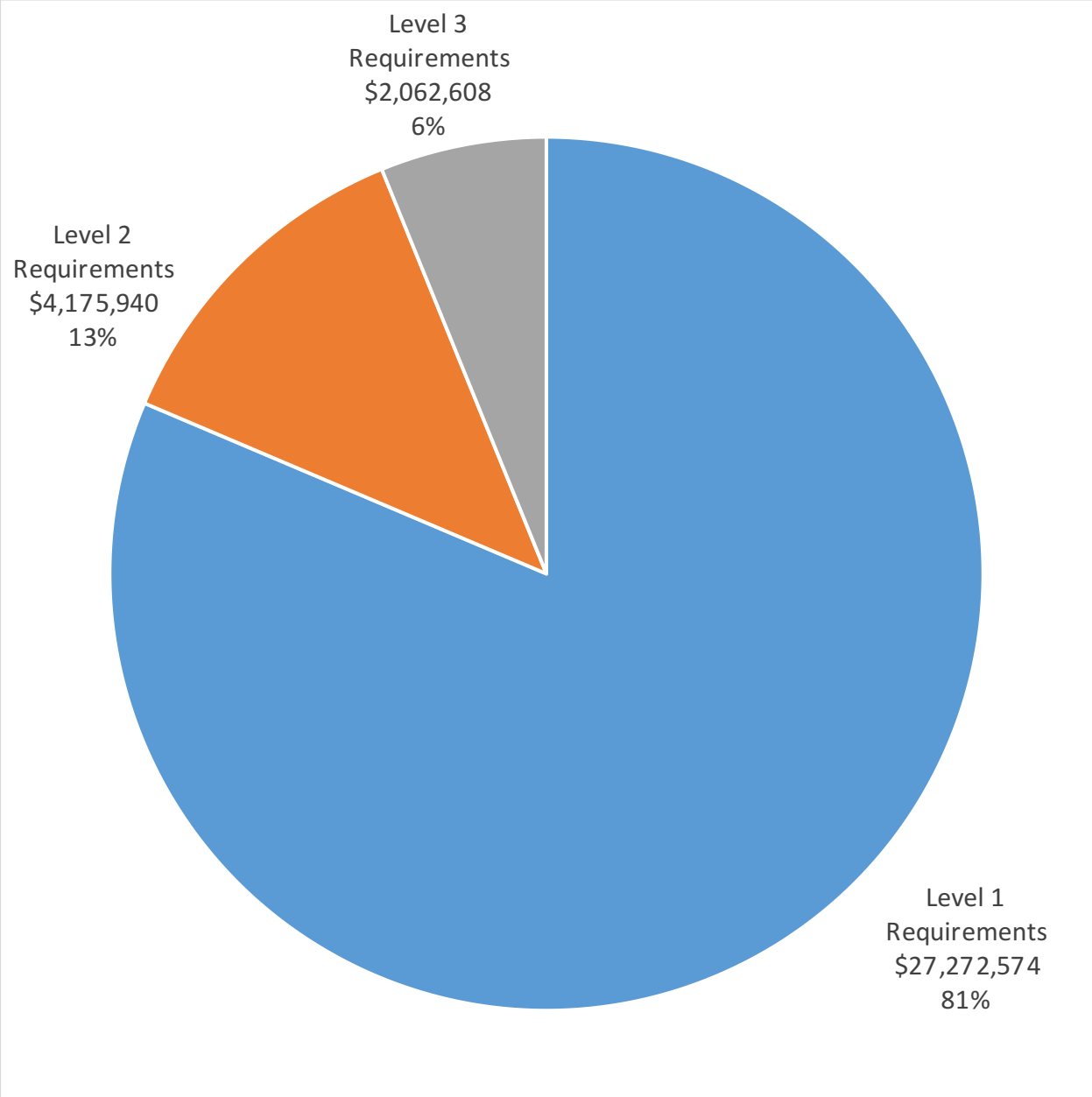


Figure 4. Facility Maintenance& Capital Backlog by Reliability Levels – Neighborhood Parks

Total Maintenance& Capital Backlog by Reliability Levels – Neighborhood Parks:

$ 33,511,122



Additional Park Amenity Assessment Findings

The following Tables reveal the total maintenance and capital renewal backlogs, plant replacement values, and PCI's by **Council District and Community Planning Area**. These additional tables provide a means of geographically identifying areas of the City with the most backlogs. From these results and findings the City can now take the next steps towards their goals of funding and correcting the backlogs.

Table 5. Facility Maintenance& Capital Backlog by Council District – All Parks

District	# Facilities Assessed	Total Capital Backlog	Total Maintenance Backlog	Total Backlog	Plant Replacement Value	Avg. PCI
1	8	$8,850,847	$3,657,248	$12,508,095	$69,055,166	18
2	8	$9,296,698	$6,112,232	$15,408,930	$91,405,132	17
3	9	$6,986,410	$3,353,313	$10,339,722	$67,355,967	15
4	9	$8,870,187	$2,123,816	$10,994,003	$47,255,011	23
5	8	$9,389,845	$4,523,999	$13,913,844	$85,486,244	16
6	8	$6,692,836	$2,926,529	$9,619,366	$60,019,623	16
7	8	$6,455,366	$1,381,434	$7,836,800	$42,767,738	18
8	10	$15,674,788	$5,536,520	$21,211,308	$131,323,023	16
9	7	$4,619,140	$3,318,288	$7,937,427	$72,433,010	11
Total	**75**	**$76,836,117**	**$32,933,379**	**$109,769,495**	**$667,100,915**	**16**

Table 6. Facility Maintenance& Capital Backlog by Community PlanningArea – All Parks

Community Area	# Facilities Assessed	Total Capital Backlog	Total Maintenance Backlog	Total Backlog	Plant Replacement Value	Avg. PCI
Balboa Park	1	$594,268	$250,442	$844,710	$5,791,488	15
Barrio Logan	1	$936,760	$389,309	$1,326,069	$10,049,524	13
Carmel Mountain Ranch	2	$1,327,106	$273,150	$1,600,256	$11,551,195	14
Carmel Valley	3	$4,787,619	$1,730,157	$6,517,776	$32,034,482	20
Clairemont Mesa	5	$4,467,204	$1,353,139	$5,820,343	$28,797,718	20
Downtown	1	$171,718	$16,418	$188,137	$961,085	20
Encanto	4	$3,788,225	$557,497	$4,345,722	$30,702,329	14
Greater North Park	3	$966,461	$783,962	$1,750,423	$10,512,181	17
La Jolla	1	$2,134,629	$686,701	$2,821,330	$9,845,558	29
Linda Vista	4	$5,965,528	$1,814,725	$7,780,253	$50,311,401	15
Mid-City: City Heights	4	$2,779,728	$1,696,557	$4,476,286	$37,862,831	12
Mid-City: Eastern Area	2	$602,733	$90,574	$693,308	$1,606,277	43
Mid-City: Normal Heights	1	$319,567	$226,663	$546,230	$5,572,775	10
Mira Mesa	4	$3,259,460	$3,277,360	$6,536,820	$46,892,031	14
Miramar Ranch North	2	$4,579,010	$1,405,121	$5,984,131	$30,793,013	19
Mission Bay Park	3	$6,566,057	$2,661,981	$9,228,038	$71,173,296	13
Navajo	2	$3,188,040	$970,124	$4,158,164	$20,228,531	21
Ocean Beach	1	$176,796	$22,114	$198,911	$1,568,941	13
Otay Mesa - Nestor	4	$6,279,807	$2,637,808	$8,917,615	$45,302,776	20
Pacific Beach	1	$1,295,953	$39,585	$1,335,538	$3,697,803	36
Peninsula	1	$1,311,390	$1,058,616	$2,370,006	$11,754,361	20
Rancho Bernardo	1	$1,043,522	$1,702,505	$2,746,028	$27,985,421	10
Rancho Peñasquitos	2	$804,851	$75,783	$880,634	$3,305,000	27
San Ysidro	3	$1,986,790	$1,453,097	$3,439,886	$21,157,715	16
Scripps Miramar Ranch	1	$1,131,748	$166,997	$1,298,745	$8,008,828	16
Serra Mesa	1	$507,523	$326,791	$834,315	$7,594,378	11
Skyline - Paradise Hills	5	$4,701,520	$1,307,941	$6,009,460	$24,669,628	24
Southeastern San Diego	3	$3,741,334	$1,902,480	$5,643,814	$37,095,899	15
Tierrasanta	2	$2,321,157	$367,538	$2,688,696	$14,346,890	19
University	5	$4,033,438	$3,471,875	$7,505,314	$49,818,812	15
Uptown	2	$1,066,173	$216,366	$1,282,539	$6,108,748	21
Total	**75**	**$76,836,11**	**$32,933,379**	**$109,769,495**	**$667,100,915**	**16**

Of the maintenance and capital renewal costs, approximately 82% of the identified items fell into three categories, "Site Development: Playgrounds" ($50,707,762,approximately 46% of the maintenance and capital backlog cost), "Site Development: Playing Fields and Courts" ($20,584,268, approximately 19% of the maintenance and capital backlog cost) and "Parking Lots" ($18,983,291, approximately 17% of the maintenance and capital backlog cost). The following table illustrates the costs for "Site Development: Playgrounds" and "Parking Lots" broken down by park type (Community versus Neighborhood).

Table 7. Facility Maintenance& Capital Backlog by Highest Systems – All Parks

	Site Development: Playgrounds	Site Development: Playing Fields and Courts	Parking Lots
Community	$30,278,992	$16,666,687	$15,600,354
Neighborhood	$30,428,769	$3,917,580	$3,382,937
Totals	**$50,707,762**	**$20,584,268**	**$18,983,291**

Playground equipment assessed generally was in fair to poor condition, and in most cases, dated back to the installation date of the park. The City has established a useful life for playgrounds of 15 years. Despite the condition of the equipment, the City confirms that the playgrounds are safe. Based upon this useful life, the majority of the playgrounds are due for full replacement. Additionally, it is recommended the playgrounds be upgraded to meet current accessibility codes (including creating accessible paths to equipment, ramps down to play areas, etc.). The cost for playgrounds includes, as applicable, costs for replacing both playground equipment and surfacing, and also includes an additional 25% mark-up factor for accessibility upgrades.

The parking lots assessed were primarily asphalt concrete over aggregate base, with some small areas of concrete paving. Per site observations, the majority of the asphalt had visible surface deterioration, possibly due to a lack of preventative maintenance and regular repairs. In some areas, it appeared that the asphalt pavement had substantially deteriorated, showing evidence of structural failure (e.g. "alligator" cracking). This could be due in part to extended deferred maintenance, but also could be attributed to other factors such as subgrade deterioration, and/or that the pavement has been subjected to loads higher than included for the original design. The cost for pavement repairs and replacements conservatively assume a structural section that may be larger than the existing, to account for potentially higher loads and to reduce future accelerated deterioration.

As a part of the Reliability Level categories, "Site Development: Playgrounds" and "Site Development: Playing Fields and Courts" have been assigned to Reliability Level 1: Operations Impacts, and "Parking Lots" to Reliability Level 2: Deterioration. The City should begin developing an action plan to address conditions that could put the City at some liability or risk, and decide to either repair or replace the system elements that are beyond their useful life. "Site Development: Playgrounds" and "Site Development: Playing Fields and Courts" are included in Reliability Level 1: Operations Impacts, and are not only crucial to the mission of the parks but may put the City at higher risk due to extended deterioration or potential failure, even though the City ensures the playgrounds are safe. As old play equipment is removed due to

age, the play value of the park diminishes resulting in fewer park users thus reducing the park's ability to achieve the City's park mission. We recommend that the City focuses on the playground system first.

CAPITAL RENEWAL

In addition to identifying backlog of maintenance and capital backlogs for the selected park systems and elements, an additional goal of the project was to identify and forecast for a 20 year period (from 2016 to 2035) both the maintenance and capital backlog and future capital renewal for individual park systems. This portion of the report focuses on both current maintenance and capital backlog, as well as projected future capital renewal which is based on the remaining useful life of park systems. Depending on the park system and expected useful life, a portion of on-site elements are expected to expire, or require significant maintenance, within the 20-year period selected. The 20-year plan includes maintenance and capital renewal items organized into the following categories, according to Uniformat II, and in accordance with the scope developed with the City:

- Roadways
- Parking Lots
- Pedestrian Paving
- Site Development: Fencing, Walls, Signage, Other
- Site Development: Furnishings
- Site Development: Playing Fields and Courts
- Site Development: Playgrounds
- Accessibility
- Landscaping (Including Turf)
- Above-Ground Stormwater

North Clairemont Neighborhood Park

The cost projections and determination of capital replacements for the systems were based on the following (in no particular order):

- Field determination by the assessment team as to the probable years of remaining life, following improvements recommended for FY 2016.
- Direct City requests for maintenance and/or capital renewal, independent of the projected years of remaining life (e.g. replacement of playgrounds at various sites).
- Known chronological age and projected remaining years of life for the system.

Capital renewal identified for the 20-year period should be considered as additional future needs to the maintenance and capital backlogs. These projections are based on the assessment team's observations as to the useful remaining life of the systems, as well as the age of the system (if known). Average useful life expectations and maintenance cycles were derived from a variety of sources, including the Building Owners and Managers Association (BOMA) International Standards, the California Department of Transportation (Caltrans) Maintenance Technical Advisory Guide (MTAG), and the 2011 Architectural Manual's Expected Useful Life Table prepared by the Washington State Department of Commerce, Office of Affordable Housing. Additionally, the assessment team enlisted the support of Kitchell's Facility

Management (FM) Department, which used real-time data to verify expected useful life cycles for various park systems and elements.

Once maintenance cycles were established, yearly maintenance costs were derived using one of the following methods.

- For systems consisting of more than 90% of one particular material / construction method (e.g. asphalt paving for most parking lots), an actual hard repair cost was used (e.g. slurry sealing of asphalt pavement, etc.). These costs were prepared by Kitchell's estimators, drawing from RS Means Construction Cost Data, and included allowances for smaller sub-systems within the system (e.g. for parking lots, inclusion of minor costs for curbs, gutters, etc.).

Carmel Mountain Ranch Community Park

- For systems consisting of multiple types of materials / construction costs (e.g. baseball field, with multiple types of equipment and field surfacing), a yearly repair cost was estimated using a percentage of current replacement value costs. The percentage varied from system to system, and was adjusted based upon the yearly repairs anticipated for each system.

For systems with detailing beyond the scope of the visual site assessment (e.g. "Site Development: Fencing, Walls, Signage, Other" category, which included general site fencing, above-grade visible utilities, etc.), an estimated cost-per-square-foot was applied to the park's calculated developed area. The estimated cost was based upon observations made at all 75 parks, and adjusted per sub-category (i.e., different costs-per-square-foot were used for site signage versus fencing and retaining walls).

The table below illustrates the average useful life expectations for the park systems used in the assessment. As each park system is made up of multiple elements, the age shown represents the highest occurring element within the system, based upon site observations of the 75 parks assessed. For example, within parking lots, the overwhelming majority of the hardscape observed was asphalt paving, with only minor portions of concrete paving and curbs (if present). Therefore, the useful life expectation for parking lots was based on asphalt concrete rather than standard concrete.

Table 8. Park Amenity Assessment Park Systems: Average Useful Life

System Code	System	Sub System	Sub System Code	Category	Priority	Life
G20	Roadways	Paving and Surfacing, including minor site elements	Varies	Site	Level 2 Deterioration	25
G20	Parking Lots	Paving and Surfacing, including minor site elements	Varies	Site	Level 2 Deterioration	25
G20	Pedestrian Paving	Paving and Surfacing, including both walkways and stairs	Varies	Site	Level 1 Operations Impacts	50
G20	Site Development	Fences and Gates	G2041	Site	Level 3 Appearance	15
G20	Site Development	Signage	G2044	Site	Level 3 Appearance	10
G20	Site Development	Site Furnishings	G2045	Site	Level 3 Appearance	18
G20	Site Development	Playing Fields and Courts: Baseball, softball fields	G2047	Site	Level 1 Operations Impacts	20
G20	Site Development	Playing Fields and Courts: Basketball, tennis courts	G2047	Site	Level 1 Operations Impacts	20
G20	Site Development	Playing Fields and Courts: Volleyball courts	G2047	Site	Level 1 Operations Impacts	20
G20	Site Development	Playing Fields and Courts: Skateboard parks (concrete)	G2047	Site	Level 1 Operations Impacts	20
G20	Site Development	Playing Fields and Courts: Open play areas	G2047	Site	Level 1 Operations Impacts	10
G20	Site Development	Playing Fields and Courts: Other soft courts	G2047	Site	Level 1 Operations Impacts	10
G20	Site Development	Miscellaneous utility equipment (including observed at-grade utilities other than storm drainage items)	Varies	Site	Level 2 Deterioration	0**
G20	Site Development	Playgrounds: Equipment	G2049	Site	Level 1 Operations Impacts	15
G20	Site Development	Playgrounds: Surfacing	G2049	Site	Level 1 Operations Impacts	5
G20	Landscaping	Planting: Shrubs and Trees	G2055	Site	Level 3 Appearance	10
G20	Landscaping	Planting: Turf and Grass	G2055	Site	Level 3 Appearance	10
G30	Storm Sewer	At-grade system components	Varies	Site	Level 2 Deterioration	50

***Site DevelopmentMiscellaneous: Useful life years variedby system and sub-system.*

The goal of projecting a multi-year capital renewal plan is to provide the City a long-range forecast of potential future needs for each park system, based on the current condition and estimated useful life. This approach will allow for the City to estimate when park systems are due for significant maintenance as well as full replacement, and budget accordingly.

To identify and forecast the multi-year capital renewal projection for the parks assessed, the assessment team reviewed the following to meet the project goal:

- Identify what systems exist at a park.
- Identify which systems present are maintained by the Parks and Recreation Department, and which ones are maintained by separate associations / organizations.
- Estimating when the system was installed, or when the system last had significant maintenance.
- Forecasting how many years of useful life remain for each park system, and when the system would need either significant maintenance, or full replacement. Projections for maintenance and replacement were based upon the assumption that all deficiencies identified in FY-2016 were addressed and corrected.

Egger-South Bay Community Park

Capital Renewal Schedule

The Capital Renewal Schedule provided is intended to give the City a snapshot of both the FY-2016 capital and maintenance backlogs, and the projected maintenance and capital renewal costs for the 20-year forecasting period (2016 through 2035). Should the maintenance and capital backlogs not be completed in 2016, the backlogs would then roll over into FY-2017, and increase in accordance with the inflation percentage used for the 20-year forecasting period. The Capital Renewal Schedule is provided in Appendix C.

The determination of the amount of project maintenance and capital renewal was based on BOMA, the California Department of Transportation (Caltrans) Maintenance Technical Advisory Guide (MTAG), the 2011 Architectural Manual's Expected Useful Life Table prepared by the Washington State Department of Commerce, Office of Affordable Housing, and Kitchell's FM department recommendations. The following table illustrates the maintenance schedules assumed for each park system and/or element. The cost associated with each repair item was based on the maintenance needs for the highest occurring element within the system (example: parking lot costs were based on asphalt pavement maintenance requirements), or on a percentage of the estimated replacement cost for the system or element.

Table 9. Park Amenity Assessment Park Systems: Maintenance Schedule (Estimated)

Sys Code	System	Sub System	Sub System Code	Category	Priority	Maintenance Schedule
G20	Roadways	Paving and Surfacing, including minor site elements	Varies	Site	Level 2 Deterioration	Provide repairs every 5 years for 100% of roadway areas.
G20	Parking Lots	Paving and Surfacing, including minor site elements	Varies	Site	Level 2 Deterioration	Provide repairs every 5 years for 100% of parking lots.
G20	Pedestrian Paving	Paving and Surfacing, including both walkways and stairs	Varies	Site	Level 1 Operations Impacts	Provide repairs every 5 years for 5% of concrete areas.
G20	Site Development	Fences and Gates	G2041	Site	Level 3 Appearance	5% of replacement cost applied for repairs every 3 years.
G20	Site Development	Signage	G2044	Site	Level 3 Appearance	5% of replacement cost applied for repairs every 3 years.
G20	Site Development	Site Furnishings	G2045	Site	Level 3 Appearance	10% of replacement cost applied for repairs every 5 years.
G20	Site Development	Playing Fields and Courts: Baseball, softball fields	G2047	Site	Level 1 Operations Impacts	5% of replacement cost applied for repairs every year.
G20	Site Development	Playing Fields and Courts: Basketball, tennis courts	G2047	Site	Level 1 Operations Impacts	5% of replacement cost applied for repairs every year.
G20	Site Development	Playing Fields and Courts: Volleyball courts	G2047	Site	Level 1 Operations Impacts	5% of replacement cost applied for repairs every 2 years.
G20	Site Development	Playing Fields and Courts: Skateboard parks (concrete)	G2047	Site	Level 1 Operations Impacts	5% of replacement cost applied for repairs every 2 years.
G20	Site Development	Playing Fields and Courts: Open play areas	G2047	Site	Level 1 Operations Impacts	5% of replacement cost applied for repairs every year.
G20	Site Development	Playing Fields and Courts: Other soft courts	G2047	Site	Level 1 Operations Impacts	5% of replacement cost applied for repairs every 2 years.
G20	Site Development	Miscellaneous utility equipment (including observed at-grade utilities other than storm drainage items)	Varies	Site	Level 2 Deterioration	5% of replacement cost applied for repairs every 5 years.
G20	Site Development	Playgrounds: Equipment	G2049	Site	Level 1 Operations Impacts	5% of replacement cost applied for repairs every year.
G20	Site Development	Playgrounds: Surfacing	G2049	Site	Level 1 Operations Impacts	10% of replacement cost applied for repairs every year.
G20	Landscaping	Planting: Shrubs and Trees	G2055	Site	Level 3 Appearance	5% of replacement cost applied for repairs every 5 years.
G20	Landscaping	Planting: Turf and Grass	G2055	Site	Level 3 Appearance	8% of replacement cost applied for repairs every 5 years.
G30	Storm Sewer	At-grade system components	Varies	Site	Level 2 Deterioration	10% of replacement cost applied for repairs every 5 years.

Conclusions

The park amenity assessments performed for the 75 park sites followed typical approaches and methods for facility assessments, with minor revisions made in the analyses to accommodate City requirements for long-term planning and data incorporation. Routine meetings were held on a regular basis to ensure that Kitchell was meeting scope requirements and City needs for assessments and analysis.

Sunnyslope Community Park

As noted in previous sections of this document, the assessment team reviewed and assessed a total of 75 parks throughout the Greater San Diego area, in accordance with the scope developed with the City. The assessment teams covered a total of 36,432,998 gross square feet (836 gross acres) of developed park areas, with a total estimated Plant Replacement Value (PRV) of $667,100,915 for the developed areas. Maintenance and capital backlogs for the 75 parks totaled $109,769,495 for FY-2016. Using the PCI ratings developed for the parks, the 75 parks assessed in received a rating of 16, indicating that the facilities are in an overall "Good" condition. Of these 75 facilities, 47 received a rating of "Good" (PCI 0-20), 12 received a rating of "Fair" (PCI 21-29), and 16 received a rating of "Poor" (30 or greater).

Detailed below is the PCI formula developed for the parks assessments, and a summary of the park amenity assessment findings by park type for the 75 parks assessed.

$$PCI = \frac{\text{Cost of Maintenance Backlog + Cost of Capital Backlog}}{\text{Plant Replacement Value (PRV)}}$$

Asset Function	# Facilities Assessed	Gross Square Footage (GSF)	Maintenance Backlog (FY-2016)	Capital Backlog (FY-2016)	Total Backlog (FY-2016)	Plant Replacement Value (PRV) (FY-2016)	Avg. PCI	# of Facilities with PCI of Good	# of Facilities with PCI of Fair	# of Facilities with PCI of Poor
Community	39	25,540,076	$26,625,032	$49,633,342	$76,258,373	$504,423,462	15	28	8	3
Neighborhood	36	10,892,922	$6,308,347	$27,202,775	$33,511,122	$162,677,452	21	19	4	13
Total	**75**	**36,432,998**	**$32,933,379**	**$76,836,117**	**$109,769,495**	**$667,100,915**	**16**	**47**	**12**	**16**

While the findings in this report identify potential action items regarding maintenance and capital backlog, the results did not produce any highly abnormal conclusions. The majority of the maintenance and capital backlog items related to normal usage, daily wear and tear, accelerated deterioration from a lack of maintenance, and expected damage resulting from system interaction (e.g. tree roots causing damage to adjacent hardscapes). Additionally, in some instances, park systems were observed to have accelerated

damage where systems were not being used for their original functions (e.g. pedestrian walkway damage where maintenance staff use the pathways for vehicular access).

Recommendations

The results in the park amenity assessments for the 75 parks assessed in FY-2014 and FY-2015 reveal the need to develop action plans to address both existing maintenance and capital backlogs, and provide for long-term planning for future maintenance and capital renewal items. Significant funding should be designated for both FY-2016 backlogs and future improvements identified in the 20-year Multi-Year Renewal plan.

In order to fully address the maintenance and capital backlogs identified during the assessment, as well as provide for future funding, we recommend the following action plans be developed. The first two recommendations focus on the existing parks, their ability to fulfil their missions, and to serve the public demands.

Recommendation #1: Action Plan by Reliability Level

The first priority of the City should be to address maintenance and capital backlog items identified for the 75 parks assessed. The purpose of this plan would be to address backlog items identified in the park amenity assessments as "Critical" or "Potentially Critical", and to stop accelerated deterioration. The plan should first determine which of the parks has the highest critical functions to the City based upon usage, accessibility, and joint use. After this has been determined, the plan should provide a schedule for addressing backlog items by Reliability Level, beginning with Reliability Level 1 (Operations Impacts) and work through each level accordingly.

Recommendation #2: 20-Year Funding Plan by Reliability Level

San Carlos Community Park

Following the development of the Action Plan, the next step for maintenance of the parks should be to develop a plan to address future maintenance and capital renewal items for the 75 parks assessed, based upon the existing site systems. As with the Action Plan, the plan should first determine which of the parks has the highest critical functions to the City based upon usage, accessibility, and joint use. The plan should address not only schedules for the maintenance, but also perform a review of internal City staffing available to perform various maintenance work recommended, as well as develop an on-call list of vendors and companies that can be hired to perform additional work to support the City's efforts. This plan will be critical to ensure that the parks can continue to meet the needs of the public, by providing long-range planning.

In addition to addressing the mission of the existing parks, another critical component to ensure that the City continues to meet the public demand is additional long-term planning to meet diverse changing and growing needs of the increasing population. The recommendation presented below focuses on future planning, not only for the current parks, but potential future parks.

Recommendation #3: Park Utilization Plan

One component of future planning for the City park system is to ensure that the parks continue to meet the needs of the public they serve. A Parks System Master Plan would review existing park facilities, the condition of those facilities, facility usage and long-term maintenance and capital renewal costs to determine where park efficiencies can be increased. Depending on land value estimates and changes in the real estate market, it may be more cost efficient to improve and further develop existing parks in some communities rather than develop new parks.

In conclusion, the results, findings and recommendations presented by this comprehensive report and the individual park amenity assessments for the individual parks provide source information to assist the City with future planning and budgeting for the parks assessed in FY-2014 and FY-2015.

APPENDIX

Below is a list of Appendices that support and are applicable to the report results and findings of the Park Amenity Assessment (PAA) project. The Appendix is intended to provide detailed information to assist in referencing the summary information and exhibits found in the text of this document.

Appendix A

List of Facilities Assessed and Standard Park Condition Index (PCI) by Facility Number

Appendix B

List of Facilities that received the Abbreviated Accessibility Assessment by Facility Number

Appendix C

Capital Renewal Schedule

Appendix D

Glossary of Terms

Appendix E

Park Amenity Assessments

APPENDIX A – LIST OF FACILITIES ASSESSED AND STANDARD PARK CONDITION INDEX (PCI) BY FACILITY NUMBER – ALL PARKS

Appendix A - List of Facilities Assessed and Standard PCI by Facility Number

Facility No.	Description	Address	District	Actual Assessed SF	Department	Asset Type	Year Built	Year Assessed	Total Capital Backlog**	Total Maintenance Backlog **	Total Replacement Backlog **	Plant Replacement Value**	Park PCI
Community : Average PCI = 15													
	Adams Ave. Community Park	3491 Adams Ave.	3	89,245	Parks and Recreation	Community	1962	2015	$221,164	$105,861	$327,025	$1,907,395	17
	Allied Gardens Community Park	5155 Greenbrier Ave	7	568,501	Parks and Recreation	Community	1961	2014	$2,073,011	$586,857	$2,659,868	$8,376,772	32
	Bay Terraces Community Park	7373 Tooma St.	4	494,892	Parks and Recreation	Community	1982	2015	$699,400	$113,769	$813,168	$5,777,120	14
	Bill Cleartor Community Park	4412 Nimitz Blvd.	2	742,701	Parks and Recreation	Community	1989	2014	$1,311,390	$1,058,616	$2,370,006	$11,754,361	20
	Canyonside Community Park	12350 Black Mountain Rd.	6	1,359,545	Parks and Recreation	Community	1986	2014	$1,047,329	$2,892,350	$3,939,679	$35,900,595	11
	Carmel Mountain Ranch Community Park	10166 Rancho Carmel Dr.	5	359,217	Parks and Recreation	Community	1994	2015	$1,233,642	$149,729	$1,383,371	$8,585,885	16
	Carmel Valley Community Park	3751 Townsgate Dr.	1	732,778	Parks and Recreation	Community	1998	2014	$2,282,540	$1,078,252	$3,360,792	$14,663,010	23
	City Heights Community Park	3777 44th St.	9	391,969	Parks and Recreation	Community	1985	2015	$908,320	$594,590	$1,502,910	$7,144,971	21
	Colina Del Sol Community Park	5319 Orange Ave.	9	837,627	Parks and Recreation	Community	1953	2014	$1,217,574	$960,872	$2,178,446	$24,110,095	9
	Doyle Community Park	8175 Regents Rd.	1	1,126,633	Parks and Recreation	Community	1992	2014	$2,758,776	$1,356,884	$4,115,660	$16,404,738	25
	Egger-South Bay Community Park	1840 Coronado Ave.	8	395,154	Parks and Recreation	Community	1972	2015	$1,740,684	$306,406	$2,047,089	$8,180,256	25
	Golden Hills Neighborhood Park	2590 Golden Hill Dr.	3	283,650	Parks and Recreation	Community	1968	2015	$594,268	$250,442	$844,710	$5,791,488	15
	Kearny Mesa Community Park	3170 Armstrong St.	7	441,904	Parks and Recreation	Community	1966	2015	$2,742,687	$461,707	$3,204,394	$22,138,934	14
	La Jolla Community Park	615 Prospect St.	1	179,018	Parks and Recreation	Community	1949	2014	$2,134,629	$686,701	$2,821,330	$9,845,558	29
	Linda Vista Community Park	7064 Levant St.	7	648,519	Parks and Recreation	Community	1953	2014	$1,216,804	$628,109	$1,844,913	$12,957,019	14
	Martin Luther King Community Park	6353 Skyline Dr.	4	1,421,353	Parks and Recreation	Community	1967	2015	$1,432,364	$364,380	$1,796,745	$21,376,506	8
	Memorial Community Park	2902 Marcy Ave.	8	686,327	Parks and Recreation	Community	1942	2015	$936,760	$389,309	$1,326,069	$10,049,524	13
	Mission Bay Athletic Area	2697 Grand Ave.	2	441,904	Parks and Recreation	Community	1972	2015	$519,784	$264,596	$784,380	$15,551,548	5
	Montgomery Waller Community Park	3020 Coronado Ave.	8	2,495,678	Parks and Recreation	Community	1966	2014	$2,495,932	$2,064,888	$4,560,819	$28,089,076	16
	Nobel Athletic Area	8810 Judicial Dr.	1	1,310,399	Parks and Recreation	Community	2008	2015	$177,983	$1,768,399	$1,946,382	$21,260,650	9
	North Clairemont Neighborhood Park	4421 Bannock Ave.	6	241,865	Parks and Recreation	Community	1960	2015	$858,424	$159,313	$1,017,737	$5,283,987	19
	North Park Community Park	4044 Idaho St.	3	355,109	Parks and Recreation	Community	1950	2014	$535,148	$469,512	$1,004,660	$7,341,814	14
	Ocean Beach Athletic Area	2525 Bacon St.	2	2,628,533	Parks and Recreation	Community	1957	2014	$3,860,298	$2,290,558	$6,150,856	$46,971,357	13
	Ocean Beach Community Park	1984 Ebers St.	2	41,150	Parks and Recreation	Community	1951	2015	$176,796	$22,114	$198,911	$1,568,941	13
	Olive Grove Community Park	6075 Printwood Wy.	6	400,000	Parks and Recreation	Community	1970	2014	$1,424,145	$603,448	$2,027,593	$7,419,298	27
	Pacific Beach Community Park	1405 Diamond St.	2	55,538	Parks and Recreation	Community	1964	2015	$1,295,953	$39,585	$1,335,538	$3,697,803	36
	Paradise Hills Community Park	6610 Potomac St.	4	200,539	Parks and Recreation	Community	1968	2014	$1,307,804	$304,330	$1,612,134	$4,853,720	33
	Rancho Bernardo Community Park	18448 W. Bernardo Dr.	5	1,159,030	Parks and Recreation	Community	1981	2014	$1,043,522	$1,702,505	$2,746,028	$27,985,421	10
	San Carlos Community park	6445 Lake Badin Ave.	7	569,012	Parks and Recreation	Community	1967	2015	$1,115,029	$383,267	$1,498,295	$11,851,759	13
	San Ysidro Athletic Area (Larsen Field)	455 Sycamore Rd.	8	823,077	Parks and Recreation	Community	1975	2014	$1,211,726	$982,280	$2,194,006	$12,043,208	18
	San Ysidro Community Park	247 E. Park Ave.	8	81,139	Parks and Recreation	Community	1994	2015	$556,275	$39,034	$595,310	$3,769,845	16
	Serra Mesa Community Park	9020 Village Glen Dr.	7	320,817	Parks and Recreation	Community	1964	2015	$507,523	$326,791	$834,315	$7,594,378	11
	Skyline Hills Community Park	8285 Skyline Dr.	4	437,266	Parks and Recreation	Community	1967	2015	$1,074,632	$301,782	$1,376,414	$7,904,013	17
	South Clairemont Community Park	3577 Clairemont Dr.	2	393,967	Parks and Recreation	Community	1954	2014	$1,220,297	$283,128	$1,503,425	$5,714,343	26
	Southcrest Community Park	1297 S. 40th St.	9	723,319	Parks and Recreation	Community	1951	2014	$476,141	$707,423	$1,183,565	$12,416,032	10
	Standley Community Park	3585 Governor Dr.	1	261,379	Parks and Recreation	Community	1969	2015	$531,083	$206,161	$737,244	$8,488,925	9
	Tecolote Community Park	1701 Tecolote Rd.	2	625,939	Parks and Recreation	Community	1966	2015	$1,261,987	$654,557	$1,916,544	$13,595,790	14
	Tierrasanta Community Park	11220 Clairemont Mesa Blvd.	7	441,904	Parks and Recreation	Community	1980	2015	$1,085,385	$185,768	$1,271,153	$12,129,128	10
	Willie Henderson Sports Complex	1092 S. 45th St.	9	773,480	Parks and Recreation	Community	1975	2014	$2,346,132	$880,757	$3,226,889	$13,928,199	23

Appendix A - List of Facilities Assessed and Standard PCI by Facility Number

Facility No.	Facility Name	Address	District	Actual Assessed SF	Department	Asset Type	Year Built	Year Assessed	Total Capital Backlog**	Total Maintenance Backlog**	Total Replacement Backlog**	Plant Replacement Value**	Park PCI
Neighborhood : Average PCI = 21													
	Adobe Bluffs Neighborhood Park	8805 Gainsborough Ave.	5	192,492	Parks and Recreation	Neighborhood	1993	2015	$804,851	$75,783	$880,634	$3,305,000	27
	Azalea Neighborhood Park	2596 Violet St.	9	422,112	Parks and Recreation	Neighborhood	1975	2015	$648,918	$98,638	$747,555	$5,555,781	13
	Carmel Creek Neighborhood Park	4260 Carmel Center Rd.	1	521,857	Parks and Recreation	Neighborhood	1990	2015	$1,107,898	$383,279	$1,491,176	$8,979,960	17
	Cedar Ridge Neighborhood Mini Park	1701 Pentuckett Ave.	3	16,107	Parks and Recreation	Neighborhood	1989	2015	$265,147	$23,403	$288,550	$356,808	81
	Cherokee Point Neighborhood Park	3735 38th St.	9	60,157	Parks and Recreation	Neighborhood	2005	2015	$4,917	$42,457	$47,374	$1,051,984	5
	Clay Neighborhood Park	4768 Seminole Dr.	9	85,939	Parks and Recreation	Neighborhood	1978	2015	$602,733	$90,574	$693,308	$1,606,277	43
	Cypress Canyon Neighborhood Park	11470 Cypress Canyon Rd.	5	431,190	Parks and Recreation	Neighborhood	1989	2015	$922,960	$302,198	$1,225,158	$10,019,921	12
	Dusty Rhodes Neighborhood Park	2500 Sunset Cliffs Blvd.	2	891,743	Parks and Recreation	Neighborhood	1986	2015	$2,185,975	$106,827	$2,292,802	$8,650,391	27
	Emerald Hills Neighborhood Park	5601 Bethune Ct.	4	337,240	Parks and Recreation	Neighborhood	1971	2015	$1,217,304	$80,663	$1,297,967	$5,576,654	23
	Grant Hill Neighborhood Park	2632 J St.	8	138,567	Parks and Recreation	Neighborhood	1969	2014	$134,567	$117,425	$251,991	$2,151,723	12
	Highland Ranch Neighborhood Park	14840 Waverly Downs Wy.	5	441,904	Parks and Recreation	Neighborhood	1990	2015	$93,464	$123,421	$216,885	$2,965,309	7
	Jerabek Neighborhood Park	10060 Avenida Magnifica	5	426,619	Parks and Recreation	Neighborhood	1984	2015	$1,131,748	$166,997	$1,298,745	$8,008,828	16
	Keiller Neighborhood Park	1825 Ocean View Blvd.	4	255,531	Parks and Recreation	Neighborhood	1971	2014	$1,097,294	$423,198	$1,520,492	$4,191,772	36
	Kelly Street Neighborhood Park	6640 Kelly St.	7	123,764	Parks and Recreation	Neighborhood	1971	2015	$744,050	$70,351	$814,402	$1,619,657	50
	Kennedy Neighborhood Park	7400 Lisbon St.	4	184,361	Parks and Recreation	Neighborhood	1992	2014	$413,983	$58,981	$472,965	$1,433,567	33
	Lindbergh Neighborhood park	4141 Ashford St.	6	376,738	Parks and Recreation	Neighborhood	1969	2015	$371,696	$93,494	$465,190	$4,838,470	10
	Lomita Neighborhood Park	8205 Leucadia St.	4	137,725	Parks and Recreation	Neighborhood	1986	2014	$522,389	$164,862	$687,251	$1,943,003	35
	Marcy Neighborhood park	5504 Stresemann St.	1	426,619	Parks and Recreation	Neighborhood	1964	2015	$431,029	$23,008	$454,037	$1,512,775	30
	Marie Widman Memorial	6727 Imperial Ave.	4	239,140	Parks and Recreation	Community	1971	2015	$724,573	$53,472	$778,045	$2,315,603	34
	Mesa Viking Neighborhood Park	11278 Westonhill Dr.	6	292,863	Parks and Recreation	Neighborhood	1975	2014	$1,248,537	$188,620	$1,437,156	$3,450,305	42
	Mission Hills Neighborhood Park	1586 Washington Pl.	3	304,382	Parks and Recreation	Neighborhood	1969	2014	$267,841	$128,357	$396,198	$4,159,034	10
	Montclair Neighborhood Park	2971 Nile St.	3	150,328	Parks and Recreation	Neighborhood	1994	2015	$166,167	$291,046	$457,213	$2,813,558	16
	Mount Etna Neighborhood Park	4741 Mt. Etna Dr.	6	441,904	Parks and Recreation	Neighborhood	1965	2015	$592,642	$213,755	$806,398	$5,541,620	15
	Mountain View Neighborhood Park	551 S. 40th St.	8	488,340	Parks and Recreation	Neighborhood	1950	2015	$919,061	$314,300	$1,233,361	$10,751,668	11
	Old Trolley Barn Neighborhood Park	1900 Adams Ave.	3	128,038	Parks and Recreation	Neighborhood	1991	2014	$798,332	$88,009	$886,341	$1,949,715	45
	Palm Ridge Neighborhood Park	751 Firethorn St.	8	358,581	Parks and Recreation	Neighborhood	1983	2015	$1,297,717	$209,979	$1,507,696	$6,318,269	24
	Pantoja Neighborhood Park	524 West G St.	3	96,703	Parks and Recreation	Neighborhood	1982	2014	$171,718	$16,418	$188,137	$961,085	20
	Rolling Hills Neighborhood Park	11082 Cariota St.	5	255,956	Parks and Recreation	Neighborhood	1978	2014	$2,398,189	$317,064	$2,715,253	$4,786,365	57
	Solana Highlands Neighborhood Park	3520 Long Run Dr.	1	520,864	Parks and Recreation	Neighborhood	1985	2015	$1,397,181	$268,627	$1,665,807	$8,391,512	20
	Spring Canyon Neighborhood Park	11157 Scripps Poway Pkwy.	5	731,506	Parks and Recreation	Neighborhood	1997	2014	$1,257,860	$785,860	$2,043,720	$15,986,727	13
	Sunnyslope Neighborhood Park	2600 Elm Ave.	8	187,649	Parks and Recreation	Neighborhood	1989	2015	$745,475	$56,536	$802,010	$2,715,175	30
	Villa Monserate Neighborhood Park	10283 Perez Ct.	7	175,036	Parks and Recreation	Neighborhood	1975	2014	$1,235,772	$181,771	$1,417,543	$2,217,763	64
	Vista Terrace Neighborhood Park	301 Athey Ave.	8	291,214	Parks and Recreation	Neighborhood	1971	2014	$218,788	$431,783	$650,571	$5,344,661	12
	Ward Canyon Neighborhood Park	3094 Adams Ave.	3	213,391	Parks and Recreation	Neighborhood	2003	2015	$98,403	$120,802	$219,205	$3,665,380	6
	Westview Neighborhood Park	11278 Westview Pkwy.	6	413,398	Parks and Recreation	Neighborhood	1996	2015	$875,154	$163,938	$1,039,092	$5,955,023	17
	Winterwood Neighborhood Park	7540 Winterwood Ln.	6	132,963	Parks and Recreation	Neighborhood	1974	2015	$88,440	$32,452	$120,892	$1,586,108	8

APPENDIX B – LIST OF FACILITIES THAT RECEIVED THE ABBREVIATED ACCESSIBILITY ASSESSMENT BY FACILITY NUMBER – ALL PARKS

Appendix B - List of Facilities that Received the Abbreviated Accessibility Assessment by Facility Number

Facility No.	Description	Address	District	Actual Assessed SF	Department	Asset Type	Year Built	Year Assessed	Accessibility Survey	Total Accessibility Needs**	Level 1 Operations Impacts**	Total Replacement Backlog**	Plant Replacement Value**	Park PCI
Community : Average PCI = 15														
	Adams Ave. Community Park	3491 Adams Ave.	3	89,245	Parks and Recreation	Community	1962	2015	Yes	$0	$311,239	$327,025	$1,907,395	17
	Allied Gardens Community Park	5155 Greenbrier Ave	7	568,501	Parks and Recreation	Community	1961	2014	Yes	$12,538	$2,127,326	$2,659,868	$8,376,772	32
	Bay Terraces Community Park	7373 Tooma St.	4	494,892	Parks and Recreation	Community	1982	2015	Yes	$26,992	$551,228	$813,168	$5,777,120	14
	Bill Cleartor Community Park	4412 Nimitz Blvd.	2	742,701	Parks and Recreation	Community	1989	2014	Yes	$176,125	$1,583,893	$2,370,006	$11,754,361	20
	Canyonside Community Park	12350 Black Mountain Rd.	6	1,359,545	Parks and Recreation	Community	1986	2014	Yes	$82,945	$2,519,870	$3,939,679	$35,900,595	11
	Carmel Mountain Ranch Community Park	10166 Rancho Carmel Dr.	5	359,217	Parks and Recreation	Community	1994	2015	Yes	$31,443	$681,012	$1,383,371	$8,585,885	16
	Carmel Valley Community Park	3751 Townsgate Dr.	1	732,778	Parks and Recreation	Community	1998	2014	Yes	$232,552	$1,856,374	$3,360,792	$14,663,010	23
	City Heights Community Park	3777 44th St.	9	391,969	Parks and Recreation	Community	1985	2015	Yes	$35,457	$1,427,834	$1,502,910	$7,144,971	21
	Colina Del Sol Community Park	5319 Orange Ave.	9	837,627	Parks and Recreation	Community	1953	2014	Yes	$321,423	$1,333,819	$2,178,446	$24,110,095	9
	Doyle Community Park	8175 Regents Rd.	1	1,126,633	Parks and Recreation	Community	1992	2014	Yes	$264,413	$3,432,426	$4,115,660	$16,404,738	25
	Egger-South Bay Community Park	1840 Coronado Ave.	8	395,154	Parks and Recreation	Community	1972	2015	Yes	$13,228	$1,726,550	$2,047,089	$8,180,256	25
	Golden Hill Community Park	2590 Golden Hill Dr.	3	283,650	Parks and Recreation	Community	1968	2015	Yes	$20,216	$696,563	$844,710	$5,791,488	15
	Kearny Mesa Community Park	3170 Armstrong St.	7	441,904	Parks and Recreation	Community	1966	2015	Yes	$30,094	$1,625,972	$3,204,394	$22,138,934	14
	La Jolla Community Park	615 Prospect St.	1	179,018	Parks and Recreation	Community	1949	2014	Yes	$106,442	$2,730,496	$2,821,330	$9,845,558	29
	Linda Vista Community Park	7064 Levant St.	7	648,519	Parks and Recreation	Community	1953	2014	Yes	$229,103	$1,596,793	$1,844,913	$12,957,019	14
	Martin Luther King Community Park	6353 Skyline Dr.	4	1,421,353	Parks and Recreation	Community	1967	2015	Yes	$43,954	$1,172,607	$1,796,745	$21,376,506	8
	Memorial Community Park	2902 Marcy Ave.	8	686,327	Parks and Recreation	Community	1942	2015	Yes	$757	$1,167,768	$1,326,069	$10,049,524	13
	Mission Bay Athletic Area	2697 Grand Ave.	2	441,904	Parks and Recreation	Community	1972	2015	Yes	$33,957	$626,238	$784,380	$15,551,548	5
	Montgomery Waller Community Park	3020 Coronado Ave.	8	2,495,678	Parks and Recreation	Community	1966	2014	Yes	$304,291	$2,734,708	$4,560,819	$28,089,076	16
	Nobel Athletic Area	8810 Judicial Dr.	1	1,310,399	Parks and Recreation	Community	2008	2015	Yes	$31,534	$404,071	$1,946,382	$21,260,650	9
	North Clairemont Community Park	4421 Bannock Ave.	6	241,865	Parks and Recreation	Community	1960	2015	Yes	$37,877	$545,226	$1,017,737	$5,283,987	19
	North Park Community Park	4044 Idaho St.	3	355,109	Parks and Recreation	Community	1950	2014	Yes	$127,600	$847,980	$1,004,660	$7,341,814	14
	Ocean Beach Athletic Area	2525 Bacon St.	2	2,628,533	Parks and Recreation	Community	1957	2014	Yes	$29,800	$3,496,686	$6,150,856	$46,971,357	13
	Ocean Beach Community Park	1984 Ebers St.	2	41,150	Parks and Recreation	Community	1951	2015	Yes	$11,768	$123,843	$198,911	$1,568,941	13
	Olive Grove Community Park	6075 Printwood Wy.	6	400,000	Parks and Recreation	Community	1970	2014	Yes	$176,265	$1,646,587	$2,027,593	$7,419,298	27
	Pacific Beach Community Park	1405 Diamond St.	2	55,538	Parks and Recreation	Community	1964	2015	Yes	$6,479	$1,267,412	$1,335,538	$3,697,803	36
	Paradise Hills Community Park	6610 Potomac St.	4	200,539	Parks and Recreation	Community	1968	2014	Yes	$37,932	$1,384,259	$1,612,134	$4,853,720	33
	Rancho Bernardo Community Park	18448 W. Bernardo Dr.	5	1,159,030	Parks and Recreation	Community	1981	2014	Yes	$335,896	$2,242,057	$2,746,028	$27,985,421	10
	San Carlos Community park	6445 Lake Badin Ave.	7	569,012	Parks and Recreation	Community	1967	2015	Yes	$215,156	$1,133,152	$1,498,295	$11,851,759	13
	San Ysidro Athletic Area (Larsen Field)	455 Sycamore Rd.	8	823,077	Parks and Recreation	Community	1975	2014	Yes	$167,022	$1,183,168	$2,194,006	$12,043,208	18
	San Ysidro Community Park	247 E. Park Ave.	8	81,139	Parks and Recreation	Community	1994	2015	Yes	$2,701	$476,775	$595,310	$3,769,845	16
	Serra Mesa Community Park	9020 Village Glen Dr.	7	320,817	Parks and Recreation	Community	1964	2015	Yes	$32,788	$602,061	$834,315	$7,594,378	11
	Skyline Hills Community Park	8285 Skyline Dr.	4	437,266	Parks and Recreation	Community	1967	2015	Yes	$22,100	$1,115,159	$1,376,414	$7,904,013	17
	South Clairemont Community Park	3577 Clairemont Dr.	2	393,967	Parks and Recreation	Community	1954	2014	Yes	$18,583	$1,370,191	$1,503,425	$5,714,343	26
	Southcrest Community Park	1297 S. 40th St.	9	723,319	Parks and Recreation	Community	1951	2014	Yes	$31,489	$558,080	$1,183,565	$12,416,032	10
	Standley Community Park	3585 Governor Dr.	1	261,379	Parks and Recreation	Community	1969	2015	Yes	$34,703	$413,451	$737,244	$8,488,925	9
	Tecolote Community Park	1701 Tecolote Rd.	2	625,939	Parks and Recreation	Community	1966	2015	Yes	$81,255	$1,390,300	$1,916,544	$13,595,790	14
	Tierrasanta Community Park	11220 Clairemont Mesa Blvd.	7	441,904	Parks and Recreation	Community	1980	2015	Yes	$24,920	$914,491	$1,271,153	$12,129,128	10
	Willie Henderson Sports Complex	1092 S. 45th St.	9	773,480	Parks and Recreation	Community	1975	2014	Yes	$447,362	$2,648,148	$3,226,889	$13,928,199	23

Appendix B - List of Facilities that Received the Abbreviated Accessibility Assessment by Facility Number

Facility No.	Description	Address	District	Actual Assessed SF	Department	Asset Type	Year Built	Year Accessed	Accessibility Survey	Total Accessibility Needs**	Level 1 Operations Impacts**	Total Replacement Backlog**	Plant Replacement Value**	Park PCI
Neighborhood : Average PCI = 21														
	Adobe Bluffs Neighborhood Park	8805 Gainsborough Ave.	5	192,492	Parks and Recreation	Neighborhood	1993	2015	Yes	$972	$880,634	$880,634	$3,305,000	27
	Azalea Neighborhood Park	2596 Violet St.	9	422,112	Parks and Recreation	Neighborhood	1975	2015	Yes	$51,424	$314,802	$747,555	$5,555,781	13
	Carmel Creek Neighborhood Park	4260 Carmel Center Rd.	1	521,857	Parks and Recreation	Neighborhood	1990	2015	Yes	$3,273	$1,256,574	$1,491,176	$8,979,960	17
	Cedar Ridge Neighborhood Mini Park	1701 Pentuckett Ave.	3	16,107	Parks and Recreation	Neighborhood	1989	2015	Yes	$3,887	$278,928	$288,550	$356,808	81
	Cherokee Point Neighborhood Park	3735 38th St.	9	60,157	Parks and Recreation	Neighborhood	2005	2015	Yes	$0	$38,538	$47,374	$1,051,984	5
	Clay Neighborhood Park	4768 Seminole Dr.	9	85,939	Parks and Recreation	Neighborhood	1978	2015	Yes	$16,779	$674,348	$693,308	$1,606,277	43
	Cypress Canyon Neighborhood Park	11470 Cypress Canyon Rd.	5	431,190	Parks and Recreation	Neighborhood	1989	2015	Yes	$12,895	$1,220,670	$1,225,158	$10,019,921	12
	Dusty Rhodes Neighborhood Park	2500 Sunset Cliffs Blvd.	2	891,743	Parks and Recreation	Neighborhood	1986	2015	Yes	$13,434	$1,496,805	$2,292,802	$8,650,391	27
	Emerald Hills Neighborhood Park	5601 Bethune Ct.	4	337,240	Parks and Recreation	Neighborhood	1971	2015	Yes	$21,508	$1,070,941	$1,297,967	$5,576,654	23
	Grant Hill Neighborhood Park	2632 J St.	8	138,567	Parks and Recreation	Neighborhood	1969	2014	Yes	$756	$124,941	$251,991	$2,151,723	12
	Highland Ranch Neighborhood Park	14840 Waverly Downs Wy.	5	441,904	Parks and Recreation	Neighborhood	1990	2015	Yes	$1,331	$137,504	$216,885	$2,965,309	7
	Jerabek Neighborhood Park	10060 Avenida Magnifica	5	426,619	Parks and Recreation	Neighborhood	1984	2015	Yes	$78,353	$982,723	$1,298,745	$8,008,828	16
	Keiller Neighborhood Park	1825 Ocean View Blvd.	4	255,531	Parks and Recreation	Neighborhood	1971	2014	Yes	$83,999	$1,476,235	$1,520,492	$4,191,772	36
	Kelly Street Neighborhood Park	6640 Kelly St.	7	123,764	Parks and Recreation	Neighborhood	1971	2015	Yes	$0	$763,941	$814,402	$1,619,657	50
	Kennedy Neighborhood Park	7400 Lisbon St.	4	184,361	Parks and Recreation	Neighborhood	1992	2014	Yes	$0	$438,147	$472,965	$1,433,567	33
	Lindbergh Neighborhood park	4141 Ashford St.	6	376,738	Parks and Recreation	Neighborhood	1969	2015	Yes	$1,535	$292,166	$465,190	$4,838,470	10
	Lomita Neighborhood Park	8205 Leucadia St.	4	137,725	Parks and Recreation	Neighborhood	1986	2014	Yes	$63,724	$607,673	$687,251	$1,943,003	35
	Marcy Neighborhood park	5504 Stresemann St.	1	426,619	Parks and Recreation	Neighborhood	1964	2015	Yes	$64,674	$443,421	$454,037	$1,512,775	30
	Marie Widman Memorial	6727 Imperial Ave.	4	239,140	Parks and Recreation	Neighborhood	1971	2015	Yes	$0	$774,599	$778,045	$2,315,603	34
	Mesa Viking Neighborhood Park	11278 Westonhill Dr.	6	292,863	Parks and Recreation	Neighborhood	1975	2014	Yes	$4,667	$1,383,386	$1,437,156	$3,450,305	42
	Mission Hills Neighborhood Park	1586 Washington Pl.	3	304,382	Parks and Recreation	Neighborhood	1969	2014	Yes	$103,701	$230,520	$396,198	$4,159,034	10
	Montclair Neighborhood Park	2971 Nile St.	3	150,328	Parks and Recreation	Neighborhood	1994	2015	Yes	$23,729	$158,222	$457,213	$2,813,558	16
	Mount Etna Neighborhood Park	4741 Mt. Etna Dr.	6	441,904	Parks and Recreation	Neighborhood	1965	2015	Yes	$14,504	$629,292	$806,398	$5,541,620	15
	Mountain View Neighborhood Park	551 S. 40th St.	8	488,340	Parks and Recreation	Neighborhood	1950	2015	Yes	$24,198	$882,795	$1,233,361	$10,751,668	11
	Old Trolley Barn Neighborhood Park	1900 Adams Ave.	3	128,038	Parks and Recreation	Neighborhood	1991	2014	Yes	$202,106	$864,175	$886,341	$1,949,715	45
	Palm Ridge Neighborhood Park	751 Firethorn St.	8	358,581	Parks and Recreation	Neighborhood	1983	2015	Yes	$24,131	$1,277,955	$1,507,696	$6,318,269	24
	Pantoja Neighborhood Park	524 West G St.	3	96,703	Parks and Recreation	Neighborhood	1982	2014	Yes	$0	$29,333	$188,137	$961,085	20
	Rolling Hills Neighborhood Park	11082 Cariota St.	5	255,956	Parks and Recreation	Neighborhood	1978	2014	Yes	$65,887	$1,609,962	$2,715,253	$4,786,365	57
	Solana Highlands Neighborhood Park	3520 Long Run Dr.	1	520,864	Parks and Recreation	Neighborhood	1985	2015	Yes	$29,653	$1,383,240	$1,665,807	$8,391,512	20
	Spring Canyon Neighborhood Park	11157 Scripps Poway Pkwy.	5	731,506	Parks and Recreation	Neighborhood	1997	2014	Yes	$480,208	$1,930,910	$2,043,720	$15,986,727	13
	Sunnyslope Neighborhood Park	2600 Elm Ave.	8	187,649	Parks and Recreation	Neighborhood	1989	2015	Yes	$43	$800,660	$802,010	$2,715,175	30
	Villa Monserate Neighborhood Park	10283 Perez Ct.	7	175,036	Parks and Recreation	Neighborhood	1975	2014	Yes	$113,153	$1,374,232	$1,417,543	$2,217,763	64
	Vista Terrace Neighborhood Park	301 Athey Ave.	8	291,214	Parks and Recreation	Neighborhood	1971	2014	Yes	$4,268	$431,181	$650,571	$5,344,661	12
	Ward Canyon Neighborhood Park	3094 Adams Ave.	3	213,391	Parks and Recreation	Neighborhood	2003	2015	Yes	$1,080	$150,735	$219,205	$3,665,380	6
	Westview Neighborhood Park	11278 Westview Pkwy.	6	413,398	Parks and Recreation	Neighborhood	1996	2015	Yes	$39,874	$749,115	$1,039,092	$5,955,023	17
	Winterwood Neighborhood Park	7540 Winterwood Ln.	6	132,963	Parks and Recreation	Neighborhood	1974	2015	Yes	$11,867	$117,155	$120,892	$1,586,108	8

APPENDIX C – CAPITAL RENEWAL SCHEDULE – ALL PARKS

Appendix C - Capital Renewal Schedule

System	2016 ($)	2017 ($)	2018 ($)	2019 ($)	2020 ($)	2021 ($)	2022 ($)	2023 ($)	2024 ($)	2025 ($)	2026 ($)	2027 ($)	2028 ($)	2029 ($)	2030 ($)	2031 ($)	2032 ($)	2033 ($)	2034 ($)	2035 ($)
SITE IMPROVEMENTS	$ 109,592,488	$ 21,145,594	$ 23,571,023	$ 47,146,758	$ 50,551,854	$ 22,043,583	$ 21,627,837	$ 25,120,369	$ 59,494,564	$ 58,181,702	$ 25,984,639	$ 27,776,925	$ 26,368,872	$ 79,502,571	$ 77,695,265	$ 28,116,953	$ 39,261,101	$ 44,935,721	$ 398,678,010	$ 375,340,300
Roadways	$ 3,303,796	$ -	$ -	$ 2,419,435	$ 1,826,701	$ -	$ -	$ -	$ 2,804,790	$ 2,266,278	$ -	$ -	$ -	$ 3,251,518	$ 2,454,934	$ -	$ -	$ -	$ 3,769,405	$ 2,845,941
Parking Lots	$ 18,983,291	$ -	$ -	$ 11,528,422	$ 10,477,591	$ -	$ -	$ -	$ 13,364,601	$ 12,146,400	$ -	$ -	$ -	$ 15,493,234	$ 14,081,007	$ -	$ -	$ -	$ 17,960,906	$ 16,323,743
Pedestrian Paving	$ 9,650,243	$ -	$ -	$ 1,614,087	$ 1,439,202	$ -	$ -	$ -	$ 1,871,170	$ 1,668,428	$ -	$ -	$ -	$ 2,169,204	$ 1,934,171	$ -	$ -	$ -	$ 2,514,696	$ 2,242,232
Site Development: Fencing, Walls, Signage, Other	$ 3,511,815	$ 1,722,348	$ 1,790,992	$ 49,410	$ 1,946,447	$ 1,957,065	$ -	$ 2,056,572	$ 2,882,110	$ 1,080,183	$ 2,247,264	$ 2,336,833	$ -	$ 2,522,054	$ 2,640,068	$ -	$ 2,683,357	$ 2,790,309	$ 57,763,702	$ 59,992,050
Site Development: Furnishings	$ 877,697	$ -	$ -	$ 829,151	$ 543,558	$ -	$ -	$ -	$ 961,213	$ 630,131	$ -	$ -	$ -	$ 1,114,311	$ 730,494	$ -	$ 6,540,780	$ 7,982,302	$ 1,291,790	$ 846,845
Site Development: Playing Fields and Courts	$ 20,584,268	$ 11,123,412	$ 11,309,132	$ 11,800,826	$ 11,997,869	$ 12,519,493	$ 12,728,533	$ 13,281,940	$ 13,503,710	$ 14,090,812	$ 14,326,082	$ 14,948,933	$ 15,198,521	$ 15,859,318	$ 16,124,117	$ 16,825,151	$ 17,106,086	$ 17,849,800	$ 237,694,705	$ 221,280,323
Site Development: Playgrounds	$ 50,707,762	$ 8,299,834	$ 10,470,899	$ 18,855,393	$ 21,843,151	$ 7,567,025	$ 8,899,304	$ 9,781,857	$ 21,244,179	$ 23,628,462	$ 9,411,293	$ 10,491,159	$ 11,170,351	$ 35,774,170	$ 36,634,043	$ 11,291,802	$ 12,930,878	$ 16,313,310	$ 29,376,089	$ 26,738,627
Landscaping	$ 1,973,615	$ -	$ -	$ 2,469,469	$ 2,304,036	$ -	$ -	$ -	$ 2,862,791	$ 2,671,008	$ -	$ -	$ -	$ 3,318,762	$ 3,096,431	$ -	$ -	$ -	$ 48,306,717	$ 45,070,539
CIVIL UTILITIES	$ 177,007	$ -	$ -	$ 199,900	$ 112,861	$ -	$ -	$ -	$ 231,735	$ 130,831	$ -	$ -	$ -	$ 268,651	$ 151,685	$ -	$ -	$ -	$ 311,433	$ 175,829
Stormwater	$ 177,007	$ -	$ -	$ 199,900	$ 112,861	$ -	$ -	$ -	$ 231,735	$ 130,831	$ -	$ -	$ -	$ 268,651	$ 151,685	$ -	$ -	$ -	$ 311,433	$ 175,829
Totals	$ 109,769,495	$ 21,145,594	$ 23,571,023	$ 47,346,658	$ 50,664,715	$ 22,043,583	$ 21,627,837	$ 25,120,369	$ 59,726,299	$ 58,312,533	$ 25,984,639	$ 27,776,925	$ 26,368,872	$ 79,771,222	$ 77,846,950	$ 28,116,953	$ 39,261,101	$ 44,935,721	$ 398,989,443	$ 375,516,129

APPENDIX D – GLOSSARY OF TERMS

APPENDIX D – GLOSSARY OF TERMS

Abbreviated Accessibility: This term is used when referencing needs associated with repair, replacement, or modification of a site system to achieve selected accessibility barrier removal.

ADA: Americans with Disability Act

BOMA: Building Owners and Managers Association

Backlog: Term used to refer to deficiencies for facility components, equipment or whole system that needs to be resolved.

Budgeting: A process and method using and estimate of incoming and expenditure is adjusted to account for operational realities in order to provide for the cost of maintaining facilities. Traditional budgeting issues may include anticipated needs, organizational growth, the acquisition of new assets, operations and maintenance, deferred maintenance and insurance.

Building: An enclosed and roofed structure that can be traversed without exiting to the exterior.

Capital Renewal: Projected or future replacements (excluding suitability and energy audit work) that include the replacement of park systems or elements that have or will reach the end of their life cycle in the future.

Capital / Capital Planning: Process of planning expenditures on assets whose cash flows are expected to extend beyond one year. The planning takes into consideration the funding available, the firm's priorities and the anticipated return on investment. Capital planning considers a broad range of financial considerations (such as the cost of capital, organizational risk, and return on investment…), over an extended timeline so as to more effectively predict and manage the fiscal requirements of a real estate portfolio.

Calculated Next Renewal: The year a system or element would be expected to expire, based solely on the date it was installed and the expected service life of the system.

Condition: Condition referred to the state of physical fitness or readiness of a facility, system or systemic element for its intended use.

Cost Model: Parametric equations used to quantify the condition of building systems and estimate the cost necessary to sustain a facility over a given set of reporting periods. These estimated costs can be presented over a timeline to represent a capital renewal schedule.

Current Replacement Value (CRV): CRV is a standard industry cost estimate of materials, supplies and labor requires to replace facility at existing size and functional capability. Please note that the terms Plant Replacement Value and Current Replacement Value have the same meaning in the context of determining Facility Condition Index.

Deferred Maintenance or Maintenance Backlog: Is condition work (excluding suitability and energy audit needs) deferred on a planned or unplanned basis to a future budget cycle or postponed until finds are available.

Deficiency: A deficiency described a condition in which there exists the need to repair a park system or component that is damaged, missing, inadequate or insufficient for on intended purpose.

Element: Major components that compromise park systems.

Facility: A facility refers to site(s), building(s), or building addition(s) or combinations thereof that provide a particular service or support of an educational purpose.

Facility Condition Index (FCI): FCI is an industry-standard measurement of a facility's condition that is the ratio of the cost to correct a facility's backlog requirements to the Plant Replacement Value of the facilities – the higher the FCI, the poorer the condition of the facility. After an FCI is established for all facilities within a portfolio, a facility's condition can be ranked relative to

other facilities, The FCI may also represent the condition of a portfolio based on the cumulative FCI of the portfolio's facilities.

Gross Square Feet (GSF): The size of a park within the defined property boundary in square feet.

Hard or Direct Costs: Direct costs incurred in relation to as specific construction project. Hard costs may include labor, materials, equipment, etc.

Inflation: The trend of increasing prices from one year to the next, representing the rate at which the real value of an investment is eroded and the loss in spending power over time.

Interest: The charge for the privilege of borrowing money, typically expressed as an annual percentage rate and commonly calculated using simple or compound interest calculations.

Life Cycle: The period of time that a system or element can be expected to adequately serve its intended function.

Maintenance: Work necessary to realize the originally anticipated life of a fixed asset, including buildings, fixed equipment and infrastructure. Maintenance is preventative, whereas repairs are curative.

NACUBO: Refers to the National Association of College and University Business Officers (NACUBO). NACUBO published their version and method for calculating the Facility Condition Index (FCI) in 1991 which is widely recognized and a means of measuring facility condition.

Next Renewal: The assessor adjusted expected useful life of a system or element as a result of on-site inspection.

Nominal Value: A value expressed in monetary terms for a specific year or years, without adjusting for inflation – also known as face value or par value.

Operations: Activities related to normal performance of the functions for which a building Is used (e.g., utilities, janitorial services waste treatment).

O&M: Operations and Maintenance

Park Amenity Assessment (PAA): The process of performing a physical evaluation of the condition of a facility and its systems.

Park Condition Index (PCI): Revised Facility Condition Index (FCI); the PCI includes developed areas of parks included with the assessments. Costs for the PCI include site roadways, parking lots, playing fields and courts, playgrounds, above-ground storm drainage structures, landscaping, and other miscellaneous items identified within the developed park areas.

Plant Replacement Value (PRV): Cost to design and construct a notional facility to current standards to replace an existing facility at the same location.

Present Value (PV): The current worth of a future sum of money or stream of cash flows given a specified rate of return. Future cash flows are discounted at a client specified discount rate.

Reliability Level: Reliability levels are used to determine and categorize the importance and priority of park systems.

Repairs: Work to restore damages or worn-out facilities to normal operating condition. Repairs are curative, whereas maintenance is preventative.

Replacements: An exchange of one fixed asset for another that has the same capacity to perform the same function. In contrast to repair, replacement generally involves a complete identifiable item of reinvestment (e.g., a major building component or subsystem).

Return on Investment (ROI): ROI is a financial indicator used to evaluate the performance of an investment as a means to compare benefit.

Rough Order of Magnitude (ROM): ROM cost estimated are the most basic of cost estimate classifications.

RS Means: An independent third party provider of building industry construction cost data.

Site: A facility's grounds and its utilities, roadways, landscaping, fencing and other typical land improvements needed to support the facility.

Soft Costs: Indirect costs incurred in addition to the direct construction cost. Soft costs may include professional services, financing, taxes, etc.

System: System refers to building and related site work elements as described by ASTM Uniformat II, Classification for Building Elements (E1557-97), and a format for classifying major facility elements common to most buildings. Elements usually perform a given function, regardless of the design specification, construction method or materials used. See also, "Uniformat II".

Uniformat II: Uniformat II (commonly referred to simply as Uniformat), is ATSM Uniformat II, Classification for Building Elements (E1557-97) – A methodology for classifying major facility components common to most buildings.

Year Built: The year that a park was originally built, based on substantial completion.

Infrastructure Committee
Agenda of August 2, 2017

Park Amenity Condition Assessment
Fiscal Year 2016

Public Works Department

Park and Recreation Department

KITCHELL

The City of SAN DIEGO

Park Amenity Condition Assessment

Introduction

- Status Update
- Scope of Assessments
- Methodology (terms, groupings)
- FY16 PCA Results
  - 75 Community, Neighborhood and Mini Parks
  - Balboa Park
- Proposed Service Level
- Next Steps

San Ysidro Athletic Area
(Larsen Field)

Kennedy Neighborhood Park

Old Trolley Barn
Neighborhood Park

Park Amenity Condition Assessment

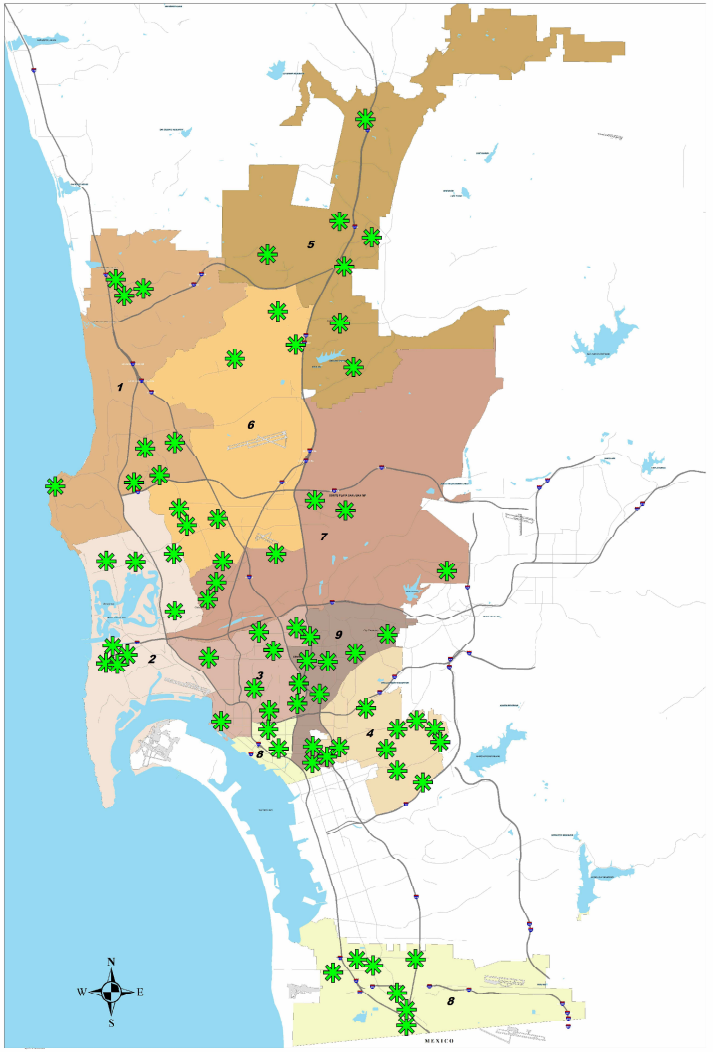
Overview

Developed Parks to Assess

- ✓ 249 parks equaling
  2,675 assessed acres (developed areas)

Consultant: Kitchell CEM

- ✓ FY 16 Assessments
  - ✓ 76 Parks
    - ✓ 1,252 acres assessed – 47%
    - ✓ 111 playgrounds
    - ✓ 202 courts
    - ✓ 98 acres of parking lots and park roads
  - ✓ Field data collected along with photo documentation
  - ✓ As-Built drawings reviewed



Assessed Park Locations

Park Amenity Condition Assessment

Scope of Assessments

- Assessment of existing developed park assets
  - ✓ Detailed assessment of all above grade assets.
    - ✓ Park Roads, Parking Lots, Pedestrian Paving, Playgrounds, Playing Fields and Courts, Park Furnishings, Fences, Walls, Landscaping, Above-Ground Storm Drain
  - ✓ Cost projections for maintenance and capital renewal
  - ✓ GIS Mapping of park assets
- Assessments do not include:
  - ✓ Underground Assets and Electrical Systems
  - ✓ Irrigation
- Park Amenity Assessment complementary with:
  - ✓ Facility Condition Assessments
  - ✓ Stormwater Assessments
  - ✓ Future Parks Master Plan

City Heights Community Park

Lomita Neighborhood Park

Park Amenity Condition Assessment

Methodology and Terminology

PCI: Park Condition Index

- Condition Range specified by City of San Diego (Consistent with the FCI ranges for the Building Assessments)
- Lower PCI - better condition, Higher PCI – poorer condition
- Current Maintenance Backlog: The accumulation of subsystem deficiencies
- Capital Replacement Backlog: The accumulation of subsystems that have reached the end of their useful life.
- Plant Replacement Value (PRV): cost to replace assessed assets in kind.
- PCI = $\frac{\text{Cost of Maintenance Backlog + Cost of Capital Backlog}}{\text{Plant Replacement Value (PRV)}}$

PCI Condition Ratings		Examples
Good	0 - 20	Nobel Athletic Area (9) MLK Community Park (8)
Fair	21 - 29	South Clairemont Community Park (26) Dusty Rhodes Neighborhood Park (27)
Poor	30 or Above	Allied Gardens Community Park (32) Keiller Neighborhood Park (36)

Park Amenity Condition Assessment

Example of Good Condition:
Martin Luther King Jr. Community Park

- Council District 4

Good Condition – Minor Improvements Needed

- ✓ PCI 8
- Major Systems affecting PCI:
  - Parking lots – need repairs
  - Pedestrian Paving – needs repairs
  - Playground – good condition
  - Landscaping – good condition

Martin Luther King Jr. Community Park

Asphalt needs repairs

Pedestrian Paving needs repairs

Playground in good condition

Landscaping in good condition

Park Amenity Condition Assessment

Example of Fair Condition:
La Jolla Community Park

- Council District 1

Fair Condition – Some Significant Repairs Needed

- ✓ PCI 29
- Major Systems affecting PCI:
  - Outdoor courts – good condition
  - Retaining Wall – need repairs
  - Playground – needs replacement
  - Pedestrian paving – needs repair

La Jolla Community Park

Outdoor courts in good condition

Retaining wall needs repairs

Playground surfacing in need of repairs

Pedestrian paving needs repair

Park Amenity Condition Assessment

Example of Poor Condition:
Pacific Beach Community Park

- Council District 2

Poor Condition – Major Repairs Needed

- ✓ PCI 36
- Major Systems affecting PCI:
  - Playgrounds – needs replacement
  - Pedestrian Paving– needs major repairs/replacement
  - Landscaping – needs repairs
  - Retaining Wall - needs repairs

Pacific Beach Community Park

Site Retaining Wall needs repairs

Asphalt needs replacement

Landscaping needs repairs

Playground beyond useful life

Park Amenity Condition Assessment

Methodology: Group Parks by Function

Parks Types by Function		
Regional Parks	Regional asset, tourist destination, special natural feature	Balboa Park Mission Bay Park Chicano Park
Community Parks	Serve a population of approx. 25,000 residents	Passive and active recreation, rec. centers, aquatic complex
Neighborhood Parks	Serve a population of approx. 5,000 residents	Passive recreation, playgrounds, picnic areas
Mini Parks	Serve residents within ½ mile	Playgrounds, picnic areas

Park Amenity Condition Assessment

Methodology: Parks Assessed by Asset Type

Assets within the Parks	
Playgrounds	Park Furnishings
Landscaping	Fences and Walls
Above-Ground Storm Water Devices	Pedestrian Paving
Playing Fields	Parking Lots
Outdoor Courts	Park Roads

Clay Neighborhood Park

Cypress Canyon Neighborhood Park

Doyle Community Park

Park Amenity Condition Assessment

Methodology: Define Reliability Levels

Reliability Levels by Park Subsystem		
Level 1 Operations Impacts	Level 2 Deterioration	Level 3 Appearance
Playgrounds	Parking Lots	Landscaping
Athletic Fields	Park Roads	Park Furnishings
Pedestrian Walkways	Above-Ground Stormwater Devices	Fences and Walls
Outdoor Courts		Signage

Emerald Hills Neighborhood Park

Grant Hill Neighborhood Park

Jerabek Neighborhood Park

Mountain View Neighborhood Park

Park Amenity Condition Assessment

Results: Summary of PCI's

Park Type	No. Parks Assessed	Acres Assessed	Number of Parks in Each Rating Category	AVG. PCI
Regional Parks	1	416	1 - Good	5: Good
Community Parks	39	586	28 - Good 8 - Fair 3 – Poor	15: Good
Neighborhood & Mini Parks	36	250	19 - Good 4 - Fair 13 – Poor	21: Fair
Total Number of Parks Assessed	76	1,252	48 - Good 12 - Fair 16 - Poor	16: Good

Park Amenity Condition Assessment

Results: Backlog by Reliability Level

Asset Function	No. Parks Assessed	Acres Assessed	Reliability Level 1 Operations Impacts*	Level 2 Deterioration*	Level 3 Appearance*
Regional Parks	1	416	$4.8M	$6.9M	$46K
Community Parks	39	586	$53.7M	$18.3M	$4.3M
Neighborhood and Mini Parks	36	250	$27.3M	$4.2M	$2.0M
Total	76	1,252	$85.8M	$29.4M	$6.3M

* Numbers reflect amounts to reach an overall PCI of 0. Necessary Reinvestment does not include capital renewal, improvements, expansion, or upgrades.

Southcrest Community Park

Reliability Level Subsystems			
	Playgrounds	Parking Lots	Landscaping
	Athletic Fields	Park Roads	Park Furnishings
	Pedestrian Walkways	Above-Ground Stormwater Devices	Fences
	Outdoor Courts		Signage

Park Amenity Condition Assessment

Results: Proposed Service Level – PCI 15

✓PCI of 15 "Good" – All Parks – 76 Parks Assessed

- It is not Industry Best Management Practice for agencies to improve existing facilities to a $0 backlog. Adopting an appropriate Service Level defines the acceptable backlog for the portfolio.

Note: All numbers are in 2016 dollars

Asset Function	No. Parks Assessed	Acres Assessed	Avg. PCI	Goal PCI	Necessary Reinvestment to Obtain a PCI of 15 for 76 Parks
Regional Parks	1	416	5: Good	15: Good	$0
Community Parks	39	586	15: Good	15: Good	$13.1M
Neighborhood and Mini Parks	36	250	21: Fair	15: Good	$11.7M
Total for PCI of 15	76	1,252	16: Good	15: Good	$24.8M[1]

1. Necessary Reinvestment does not include capital renewal, improvements, expansion, or upgrades.

Park Amenity Condition Assessment

Results: Buildings Located at the FCI 15/20 for 76 Parks

- A separate assessment was performed on buildings throughout the City of San Diego
  - Building presentation: Previously reported.

Asset Function	No. of Buildings Assessed*	Avg. PCI	Goal PCI	Necessary Investment to Obtain FCI of 15**
Regional Parks	118	19: Good	15/20: Good	$79.2M
Community Parks	101	10: Good	15: Good	$45.4M
Neighborhood and Mini Parks	25	10: Good	15: Good	$1.7M
Total for PCI of 15	244	24: Fair	15: Good	$126.3M

1. Necessary Reinvestment does not include capital renewal, improvements, expansion, or upgrades.

* Number of Buildings Assessed refers to only the number of buildings on the same property as the 76 parks assessed.
** Numbers reflect only the buildings located on the same property as the 76 parks.

Park Amenity Condition Assessment

Results: Buildings & Parks Combined FCI/PCI 15 for 76 Parks

- Combined Park and Building Numbers for the 76 Parks

Note: All numbers are in 2016 dollars

Asset Function	Building: Reinvestment For FCI 15/20 For 76 Parks*	Parks: Reinvestment For PCI 15 For 76 Parks	Goal FCI/PCI	Total Necessary Reinvestmentto Obtain a FCI/PCI of 15/20 For 76 Parks
Regional Parks	$79.2M	$0	15/20: Good	$79.2M
Community Parks	$45.4M	$13.1M	15: Good	$58.5M
Neighborhood and Mini Parks	$1.7M	$11.7M	15: Good	$13.4M
Total for FCI/PCI of 15/20	$126.3M	$24.8M	15/20 Good	$151.1M

1. Necessary Reinvestment does not include capital renewal, improvements, expansion, or upgrades.
2. Numbers reflect only the buildings located on the same property as the 76 parks
3. FCI/PCI 15 applies to Public and Semi-Public categories
4. FCI/PCI 20 applies to City offices and work-yards

Park Amenity Condition Assessment

Key Study Concepts & Findings

- Service Level Changes Affect the Results
  - ✓ Lower PCI = Higher Costs
  - ✓ Small PCI changes can result in significant cost changes
- Some park subsystems can have a significant affect on the overall PCI score.
  - ✓ A playground replacement in a mini park
  - ✓ Playground replacement and major parking lot repairs in a community park
- Asset Management Plan needed to develop total costs
  - ✓ Approved Service Level needed to analyze and recommend maintain vs. rehab vs. replace decision
  - ✓ Maintain/rehab/replace schedule determines total cost

Palm Ridge Neighborhood Park

Rolling Hills
Neighborhood Park

Park Amenity Condition Assessment

Next Steps: Future Efforts and Updates

- Mission Bay Park as well as 25 Other Parks were assessed in FY2017
  - Recently completed
- Continue park assessments through FY2020
- Expand assessments to joint use & open space facilities & Irrigation Systems after FY2020
- Develop asset management plan to work with IAM San Diego and SAP

San Ysidro Community Park

Memorial Community Park


Westview
Neighborhood Park


Ward Canyon
Neighborhood Park


Rancho Bernardo
Community Park


Adobe Bluffs
Neighborhood Park


Bay Terraces
Community Park

Questions?


Canyonside
Community Park


Carmel Mountain
Community Park


North Park
Community Park


Tecolote
Community Park


Colina Del Sol
Community Park